

FINANCIAL TIMES



Michelin
Tyre-making revolution
shrouded in mystery

Technology, Page 12

American challenge
Will European business
grasp Intranet potential?

Peter Martin, Page 14



Official boycotts
Selective purchase
laws begin to bite

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Today's survey
The Business
of Travel

Separate section

World Business Newspaper <http://www.FT.com>

THURSDAY FEBRUARY 6 1997

Nato summit with Russia urged on expansion fears

France has suggested to the US, Britain and Germany that they hold a summit with Russia in a bid to overcome its objections to Nato enlargement. The move, which follows President Jacques Chirac's recent visit to Moscow, comes amid outspoken but conflicting Russian signals, arguing against Nato taking in new members from eastern Europe without Moscow's consent. Russian prime minister Victor Chornomyrdin said enlargement could boost support for Russian hard-liners. Page 16

US business fights sanctions threat: Thirty US companies have joined a campaign against the increasing threat of economic sanctions by the US. Countries affected account for between 40 and 50 per cent of the world's population. Page 10

Swiss banks' Holocaust fund: Credit Suisse Group, Swiss Bank Corporation and Union Bank of Switzerland will put up Sfr100m (\$70m) to establish a fund to aid Holocaust victims and their families in a bid to restore Switzerland's tarnished reputation. Page 2

Clinton in tribute to Harriman: US president Bill Clinton paid tribute to Pamela Harriman, 76, the country's ambassador to France who died in Paris of a brain haemorrhage - saying she was "one of the most unusual and gifted people I ever met". The former daughter-in-law of Winston Churchill and widow of multi-millionaire Averell Harriman enjoyed a life as wife or companion to some of the world's wealthiest and most powerful men. Obituary, Page 6

German gloom deepens: A sharp fall in German manufacturing orders and fears about unemployment added to the gloom over the economy. Page 2

Israeli and Palestinian leaders postponed: A meeting due today after the crash near southern Lebanon of two Israeli helicopters in which 73 soldiers died. The crash coincides with debate over Israel's involvement in Lebanon and its military death toll. Page 5

Vote bid on expatriates' pensions: British MPs should be allowed a free vote on whether the UK should spend an extra £255m (\$410m) a year to unfreeze the pensions of 435,000 British expatriates, a committee said. Page 11

Caribbean garment makers want 'Nafta parity': due to the rapid growth in Mexico's clothing exports to the US. They fear North America Free Trade Area restrictions could badly affect their \$60m-a-year market. Page 10

Bank's failure 'unthinkable': Japan's finance minister Hiroshi Mitsuoka reassured Nippon Credit Bank investors that its failure was "unthinkable" after fears of a liquidity crisis sparked bank share sell-offs. Page 17

A Japanese government panel will today unveil plans to give the country's central bank more autonomy from the finance ministry. The ministry would lose power to order the delay of interest rate changes and other important policy decisions. Page 16 and Lex

Rich nations in aid cuts: The world's richest governments have cut aid to developing countries as a proportion of gross national product in the lowest level for 45 years, partly over pressure to reduce budget deficits. Page 5

Toshiba, the Japanese consumer electronics power engineering conglomerate, said its consumer products division will break even in 1997 for the first time in five years. Page 17

Investors warn Ramos: The Philippines' foreign business community warned President Fidel Ramos it is losing confidence in the country's privatisation process after court challenges to the award of contracts. Page 18

Grim Russian jobs picture: Unemployment in Russia is far more acute than officially recognised, according to a new study, which challenges more upbeat assessments by the International Monetary Fund and the World Bank. Page 2

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STOCK MARKET INDICES		GOLD	
New York Composite	+14.63	New York: COMEX	(+14.63)
Dow Jones Ind. Av.	+14.63	Feb. 594.65	(+14.63)
NASDAQ Composite	+14.63	London:	
Europe and Far East		Gold 394.20	(+14.63)
OSAC	+14.63		
DAX	+14.63		
FTSE 100	+14.63		
Nikkei	+14.63		
US LUNCHTIME RATES		DOLLAR	
Federal Funds	5.75%	New York: COMEX	
3-month Treasury Bill	5.10%	Feb. 1.642	
Long Bond	5.75%	DM 1.642	
Yield	5.75%	FF 1.642	
OTHER RATES		STERLING	
UK 3-mo interbank	5.75%	London:	
UK 10 yr Govt	10.12%	Feb. 1.642	
France 10 yr Govt	10.12%	DM 1.642	
Germany 10 yr Govt	10.12%	FF 1.642	
Japan 10 yr Govt	10.12%	Y 1.642	
NORTH SEA OIL (Argus)		STERLING	
Brent Blend	\$22.71 (22.67)	London:	
		Feb. 1.642	

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US finance firms in \$24bn alliance

Dean Witter, Discover and Morgan Stanley announce big merger 'of equals'

By Richard Waters and John Authers in New York

Dean Witter, Discover & Co and Morgan Stanley yesterday unveiled a merger which will create the US's biggest securities and investment banking firm with a market value of \$24bn.

The deal, achieved by a share swap, brings together Morgan Stanley, one of Wall Street's most prestigious investment banks, which ranks among the leading corporate advisers and trading firms in the US and Europe, with a retail financial services house that has yet to venture overseas.

Dean Witter's Discover credit card, meanwhile, has 36m customers, making it the biggest credit card issuer in the US.

The alliance, which touched off a wave of speculation on Wall Street that others would follow, will leave Dean Witter shareholders controlling 55 per cent of the combined group. The group will have annual revenues of \$12bn.

Mr Richard Fisher, chairman of Morgan Stanley, said his

company had proposed the merger, intended to pre-empt a wave of consolidation that would overtake the global investment banking industry. "If you believe that consolidation is inevitable, it makes sense to pick your partner," he said.

The share prices of other US investment firms jumped yesterday as Wall Street looked for other possible configurations of retail brokers and investment banks. By bringing together Dean Witter's large network of retail brokers across the US and Morgan Stanley's underwriting and advisory businesses, the two would create a broad-based firm that only Merrill Lynch has so far succeeded in creating, analysts said.

Among shares to rise yesterday were those of retail brokers such as Charles Schwab and AG Edwards, whose retail networks were seen as making them vulnerable to takeovers. Pure investment banking and trading firms, such as Donaldson Lufkin & Jenrette and Bear Stearns, also benefited from the rally.



Teaming up: dealers from the two US investment firms mull over the merger at the London futures exchange

Picture: Brandon Carr

Under the terms of the merger, Morgan Stanley shareholders will own 45 per cent of the group, receiving 1.65

shares in Dean Witter for each share they currently hold. Based on the two companies' share prices on Tuesday, that represented an 11 per cent premium to Morgan Stanley shareholders.

Both sides depicted the deal as a merger of equals. Mr Philip Purcell, chairman of Dean Witter, said the exchange ratio was intended to reflect the relative valuation of the two companies over the long term, rather than in the past month, when Dean Witter's stock has jumped in value.

Rivals and industry observers predicted that the two would face considerable problems in making the merger work. "There's a huge culture gap between the two firms," said Mr Don McNeese, a management consultant at Tillin-ghost Towers Perrin.

Continued on Page 16

Roche buys US flavours company for \$1.1bn

By Daniel Green

Roche, the Swiss pharmaceuticals company, is spending \$1.1bn to buy Tastemaker, a US synthetic flavours company. The move will dampen stock market speculation that Roche is about to launch a multibillion dollar drugs industry takeover.

Shares in Zeneca, the UK pharmaceuticals company which has been the subject of rumours of a Roche bid, fell 22 1/2% to \$17.37 1/2p yesterday.

Tastemaker is owned in equal shares by Hercules and Mallinckrodt, US chemicals companies. Mallinckrodt said that during the next 18 months it would buy back up to \$250m worth of shares in addition to previously announced buy-backs. Hercules said it would also buy back shares. Shares in both Hercules and Mallinckrodt rose in early trading in New York.

The acquisition is Roche's biggest since it bought US drug company Syntex in an agreed \$3.8bn takeover in May 1994. It is an attempt by Roche to shore up its only poorly performing division, Givaudan-Roure, which makes flavours and fragrances.

The division had 1996 sales of Sfr1.4bn (\$955m), about 9 per cent of Roche's total sales, but profitability is below the company's average. The deal met with a mixed response from investors, with Roche certificates falling Sfr155 to Sfr12,190 in Zurich.

"We think that Roche should not be putting more money into fragrances and flavours," said Mr Genghis Lloyd-Harris, pharmaceuticals analyst with Credit Suisse First Boston in London. "But if they are going to keep the business, this is a reasonable deal."

He said the deal would make Roche roughly equal biggest in the world flavours and fragrances market. Only US com-

Continued on Page 16
London stocks, Page 32
World stocks, Page 36

Prodi rejects idea of Italian Emu delay

By Lionel Barber in Brussels

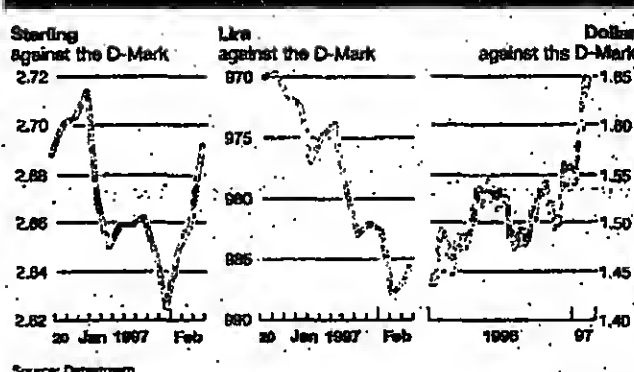
Mr Romano Prodi, Italian prime minister, yesterday reaffirmed Italy's "solemn commitment" in being among the founder members of economic and monetary union on January 1, 1999.

He angrily rejected the idea that Italy should wait until 2000 or 2001 to join the single currency - a compromise being considered by senior central bankers and monetary officials.

Despite official denials in Paris and Bonn, monetary officials say the idea of delayed entry - reported in yesterday's Financial Times - has been canvassed in Germany, the Netherlands and among central bankers for the past six months.

Mr Prodi is due to take his

Turbulence returns to currencies



Source: Reuters

case to Chancellor Helmut Kohl in Bonn tomorrow, lobbying for the German leader's support for early Emu membership.

The idea of delayed entry is being driven by the fear that,

if countries without a record of sound public finances and exchange rate stability join Emu early, they could undermine the European Central Bank and weaken the euro.

The political dilemma has

grown as both Mr Prodi and Mr José Maria Aznar, his Spanish counterpart, have staked their reputation on joining the first wave of Emu - though Italy is seen as facing a more difficult task in meeting the Maastricht public deficit target of 3 per cent of GDP in a sustainable fashion.

Mr António Guterres, Portugal's Socialist prime minister, also reacted sharply to the implication that Portugal might be a late entrant.

At his meeting with Mr Kohl tomorrow, Mr Prodi is expected to point to proposals to bring forward next year's bud-

get to this summer as a demonstration of his centre-left government's commitment to restore Italy's public finances.

Mr Prodi's office issued a statement in response to the FT report, saying that the Ital-

ian government "deplores the constant repetition of false stories and unjustified statements, including from authoritative media, which have no foundation whatsoever."

The lira and Italian bonds both rose slightly yesterday, on the grounds, market strategists said, that Italy seemed to be guaranteed entry into Emu, albeit at a later date.

After an initial fall, the lira closed L1.7 higher against the D-Mark at L885.1. Italian BTP 10-year March futures also rallied, closing 0.83 higher at 130.55 on Life.

Additional reporting by Simon Kuiper in London, Peter Norman in Bonn, David White in Madrid, and Peter Wise in Lisbon.

Lisbon angry, Page 3

Privatisation of Rosyth Royal Dockyard



Hammond Suddards

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NEWS: EUROPE

All change in Swedish power sector

State-owned generator ordered to lead and finance switch to use of renewable energy supplies

By Hugh Carnegie and Greg Melvor in Stockholm

Sweden's power industry faces a big shake-up following the decision by the Social Democratic government to begin shutting nuclear power plants.

The move follows a 1990 referendum vote to end nuclear power. But there were fears yesterday that the decision would reverse the trend of liberalisation that has made Sweden a testing ground for deregulation of energy markets across Europe.

To remedy the loss of

power from nuclear plants - which supply 50 per cent of Sweden's electricity - the government is to step up intervention in energy markets and force a switch to greater use of non-fossil fuel alternatives.

Most striking was the announcement of a much-changed role for state-owned Vattenfall, Europe's sixth largest power producer. Incorporated in 1992 on a for-profit basis, Vattenfall will now be required to lead and finance the transition to sustainable energy production. The government ruled out privatising the company,

which many investors had been expecting.

In addition, the government made clear that Vattenfall, which was informed of its changed status only two hours before the decision was announced, would be forced to use its production capacity to compensate Sydkraft, its biggest rival, for the closure of the first two reactors, at Barsebäck in southern Sweden.

The government also indicated it intended to strengthen control over imports and exports of electricity through state-owned Svenska Kraftnät, the

national grid operator. "The principle shall be that the state through Svenska Kraftnät will own and administer foreign (power) links. Only Svenska Kraftnät should be given concessions for future foreign links," it said.

The change in Vattenfall's role could have far-reaching effects on a wave of restructuring within the Nordic power sector sparked over the last year by deregulation of trade in electricity in Sweden, Norway and Finland.

As the region's biggest producer, with a 25 per cent market share, Vattenfall has been a key player in a round

of acquisitions and partnerships between Nordic and other European generators anxious to build up volumes. But its ability to participate may now be restricted by its new obligation to spend its cash on developing alternative fuels.

Mr Karl-Axel Edin, of Tetra energy consultants in Stockholm, said foreign companies could find it easier to gain ground in Sweden as a result. "This is a pity as Vattenfall has become a leader in the Nordic countries in this business. A greater part of the generating and distribution network could fall

into foreign hands. I don't think the government understands the real consequences of their decision in this respect," he said.

Vattenfall officials acknowledged the changes would weaken the company's competitive position in Nordic markets and limit its capacity to operate abroad. Share prices in private sector generators surged as investors anticipated that the nuclear shutdown will cause a shortage of power. Shares in Sydkraft, which owns the two reactors to be shut by July 2001, have risen 9 per cent this week.

New demands on Serb leader as he manoeuvres to keep power
Milosevic loses battle but not war

Serbia's pro-democracy opposition leaders refused yesterday to call off their mass anti-government street protests, insisting that President Slobodan Milosevic first hand over municipal councils they won in local elections last November and implement democratic reforms.

Mr Zoran Djindjic, leader of the Democratic party, told supporters the Socialist government must meet a list of demands, including punishing those responsible for last November's electoral fraud and those who ordered police attacks on demonstrators this week. He also called for an end to total state control over national television and radio. Yesterday, hundreds of riot police sealed off streets to prevent marches through Belgrade.

Western diplomats, who had lobbied hard to persuade Mr Milosevic to accept the electoral findings of a mission to Serbia by the Organisation for Security and Co-operation in Europe, fear the new demands will prolong the current deadlock.

"Now it is a dangerous situation," said Mr Stojan Cerovic, a respected Belgrade commentator. "The opposition will try to exploit this mass protest movement, not to leave Mr Milosevic alone."

The fragile three-party Zajedno coalition, which has committed itself to ending 52 years of Socialist rule and implementing full economic liberalisation, says it needs democratic reform to give it a more equal chance of translating local election gains into victory in parliamentary

and presidential elections this year.

Mr Djindjic, known both as an anarchist and communist in his student days, is likely to become Belgrade's next mayor. But he and Mr Vuk Draskovic, a fiery orator and nationalist writer who heads the Serbian Renewal Movement, have yet to agree on who will run for president. Mrs Vesna Petic, long known for her opposition to the war in former Yugoslavia which Mr Milosevic ignited, is head of the coalition's

Mr Milosevic's blunder, diplomats say, was to order, or at least allow, riot police to use water cannon and teargas against demonstrators on a Belgrade bridge on Sunday night.

The hardliners realised the next day their use of force had backfired. Independent BK Television, run by a former ally of Mr Milosevic, broadcast footage of the crackdown across half of Serbia and tens of thousands of people rallied in Belgrade's Republic Square to demand that Mr

tion with a purge of his party and government. "Many people in his regime are dissatisfied," he said. Analysts do not believe, however, that there is a serious threat to Serbia's ruling couple - Mr Milosevic and his wife Mirjana Markovic.

Analysts say Mr Milosevic may call early national elections before Zajedno can organise a coherent campaign but must first overcome a constitutional ban on his serving a third term in office. He has manipulated the constitutional court before and could try again. Failing that, he has the federal assembly of Yugoslavia, now comprising just Serbia and Montenegro, to appoint him federal president but only after bolstering the powers of that office.

Mr Milosevic's Socialists won a sweeping majority in the federal assembly in undisputed elections last November, demonstrating that the president still commands considerable support, particularly among the rural community and other more traditional voters.

But the man who eight years ago could muster a rally of a million ardent supporters seems left with few friends in Belgrade. "I liked him in the beginning and then I stopped liking him because he did very little for his people," said one old woman at yesterday's pro-democracy rally. She said she was one of many Serb refugees driven out of Krajina by Croatian forces in 1995. For her, last November's electoral fraud was the last straw.

Editorial comment, Page 15

Guy Dinmore reports on how the president's hand was forced and what options are now open to him

junior partner, the Civic Alliance. While the three parties are united in their commitment to broad democratic principles, they are separated by personal interests.

While Mr Milosevic has been considerably weakened by three months of protests, analysts say his 10-year rule as one of the last of Europe's old-style autocrats is not over yet. He is expected to cling to his twin pillars of support - control over media with a nationwide reach and the 100,000-strong police force - to remain in power. The strongly nationalist Orthodox Church, which backed the government during the war in Croatia and Bosnia, has turned against Mr Milosevic; the army has declared its neutrality.

Milosevic and security chiefs resign.

BK Television may now lose its transmitters as punishment, but diplomats believe the failure of the police to cow demonstrators finally allowed Mr Milosevic to persuade party hardliners to reinstate the November election results.

With Serbia's economy close to total collapse and in desperate need of foreign credit, Mr Milosevic has been repeatedly told by the international community that only democratisation can alleviate his crisis. But most Belgrade analysts believe it was the domestic pressure that forced him to reverse his annulment of the election results.

Mr Cerovic predicted that the president would try to shore up his position

Violence as fourth Albanian fund collapses

By Kevin Done and Karin Hope in Tirana

Violent unrest erupted in Albania's southern port city of Vlora yesterday, as the collapse of a fourth large pyramid finance scheme undermined government efforts to restore order by starting payouts to investors in two other failed schemes.

In Vlora police used water cannon and fired shots into the air to try to disperse several thousand people who threw stones and shouted abuse against President Sali Berisha's government.

The protesters were angered by the announcement of the bankruptcy of Gjallika, a Vlora-based deposit-taking company, one day before it had promised to resume payments to savers after several weeks.

Troops were deployed to help block access to Vlora from other parts of the country, with investors reported to be travelling to the city from as far away as Greece to reclaim their deposits.

Across the country the government began making the first repayment of funds totalling around 27bn leks (\$217m) it had managed to freeze in the bank accounts of two failed foundations, Xhaferri and Populli.

In the capital, Tirana, scores of desperate savers waving frayed deposit slips pressed against the window grilles of makeshift offices. They demanded full repayment rather than the respective 52 per cent and 60 per cent of deposits in the two schemes salvaged by the government.

"I sold my home to invest in Populli, so that I could get a better life. We were two families living in two rooms and a kitchen," said Monda, a 37-year-old wife of a metalworker with two children. "I have no income, and I am facing divorce because my husband blames me for losing all our money. I will be living on the streets."

The collapse of Gjallika, however, adds a new dimension to the financial crisis facing Albania. Previous failures have involved so-called charitable foundations, and the Vlora-based company is the first failure of a deposit-taking company that has claimed to be making productive investments.

It is believed to owe depositors as much as \$300m but to have assets worth only a fraction of this amount.

The other leading companies with productive investments that are believed to be based on pyramid schemes - Vefa Holding, Kamberi, Canaj and Silva - are under severe financial pressure as new sources of deposits have dried up. Yesterday these four groups announced that they were joining forces to apply for a banking licence.

In a first step they had formed a new institution called the Financial Union in order to boost confidence among their depositors. Having already halted repayments of capital, Vefa has been unable to make any interest payments for the past three days. It has broken its contracts by cutting promised interest rates on existing deposits to only 3 per cent a month from recent agreed levels of 8-10 per cent and has been forced to halve the salaries of its administrative employees.

In an effort to avoid renewed violent confrontations that would ensue from the collapse of these groups, the government has begun to float proposals for turning them into shareholder companies with investors receiving shares for their deposits.

EUROPEAN NEWS DIGEST

Ukraine bank chief re-elected

The Ukrainian parliament yesterday voted a second term of office for Mr Victor Yushchenko, the central bank governor credited with reining in inflation.

Tight monetary policy kept inflation last year at 38 per cent, down from 10,000 per cent in 1993, when Mr Yushchenko took over. He said yesterday Ukraine would finance its budget deficit increasingly from sales of government treasury bills, which in recent months have attracted western investor interest.

President Leonid Kuchma told deputies that Ukraine's financial system would suffer without Mr Yushchenko, one of the most respected governors in the former Soviet Union. No other serious candidate emerged to head the central bank but Mr Yushchenko has been a favoured target for the left and the industrial lobby, which wants easier government credit.

Matthew Kaminski, Riga

French civil servants to strike

French civil servants will strike for a day on March 6 in protest at a 2.5 per cent pay offer. Unions have demanded 4.4 per cent.

The government is determined to hold the line on public pay in order to qualify for monetary union. It has refused unions' demands for "compensation" for last year's wage freeze. Its offer of 2.8 per cent matches the expected inflation rate in 1997-98.

David Buchan, Paris

VW-ABB row over paint plant

Volkswagen and ABB, two of Europe's biggest industrial companies, remained at loggerheads yesterday in a dispute over the costs of equipment for a paint plant installed by ABB at VW's Skoda subsidiary in the Czech Republic. The issue has gained significance after Zurich prosecutors confirmed this week they were pursuing allegations of blackmail on the basis of information supplied by ABB.

Last month, VW said a manager in its purchasing division had been suspended after internal investigations into the paint plant. The new facility, believed to have cost about DM130m (\$79m), was installed last summer as part of a DM700m expansion at Skoda. The dispute has triggered reports in the German press that VW staff demanded bribes from suppliers.

Haig Simonian, London

German employers lose case

German building employers' unilateral action last August to cancel a wage agreement for eastern Germany was illegal, a court ruled yesterday. The labour court in Wiesbaden backed the IG Bau trade union and ordered the employers to stand by the wage deal that provided for a 1.85 per cent rise and step-by-step increases in eastern German wages to west German levels. It said the employers had failed to seek a renegotiation of the agreement.

The building industry federation said it might appeal to a higher court in Frankfurt.

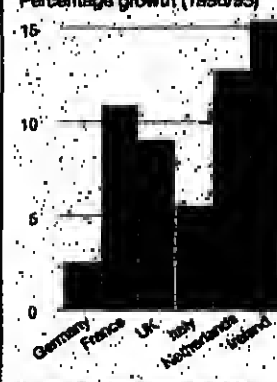
Mr Klaus Wieseberg, the IG Bau leader, hailed yesterday's ruling. Mr Wilhelm Kichler, deputy president of the building industry federation, said the failure in 1996 of 1,850 eastern German construction companies with the loss of 30,000 jobs showed the employers' action was justified.

Peter Norman, Bonn

PC sales growth slows

PC shipments

Percentage growth (1996/95)



Source: International Data Corporation

Sales of personal computers in western Europe slowed markedly in the fourth quarter last year, holding full year growth down to 7.1 per cent, according to figures from the IDC market research organisation. Overall shipments of branded PCs increased to 15.9m last year, from 14.8m in 1995.

Year-on-year sales grew by only 6.2 per cent in the final quarter, mainly reflecting sluggish retail sales in most markets except the UK. Germany remained the largest market, although shipments only grew by 2.6 per cent to 3.91m and actually declined in the fourth quarter by around 4 per cent. This was attributed by IDC to home market saturation. In contrast France, Belgium, Denmark, Finland and Ireland all recorded growth of more than 10 per cent.

In terms of vendors, Compaq gained market share both year-on-year and in the final quarter. Dell Computer benefited from its determined assault on the corporate market while the combined Packard Bell/NEC/Zenith Data Systems entered the top five. Another newly consolidated vendor, Fujitsu/ICL, made strong gains in the German market, particularly in the fourth quarter.

Paul Taylor, London

Basque leaders head for jail

The stage appeared set yesterday for the entire leadership of Herri Batasuna (Popular Unity), the Basque separatist coalition party linked to the outlawed Eta organisation, to be jailed.

Two members of its executive council were remanded on Tuesday after refusing to answer a supreme court summons and failing to produce bail of Ptas6m each (\$36,000). A third was arrested overnight and others on the 25-member council, scheduled to appear by February 18, are expected to take the same stance.

The case is over a 1996 election video, which featured Eta members, and statements issued by the party following two pre-election assassinations. Moderate Basque nationalists have criticised the summonses, arguing that they provide a propaganda platform for the party. Mr Jon Idigoras, a Herri Batasuna official already remanded by a national court judge over the same case last year and due to appear at the Supreme Court next week, yesterday called into question the independence of the justice system and claimed the summonses were political.

David White, Madrid

ECONOMIC WATCH

German gloom deepens

An unexpectedly sharp fall in orders for German manufacturers in December and fears that the January unemployment total, due today, will exceed 4.5m added to the gloom about the German economy yesterday.

The economics ministry reported that orders fell in volume terms by a seasonally adjusted 1.4 per cent in December compared with November, reflecting a 2.7 per cent drop in orders from abroad and a 0.4 per cent decline in domestic orders.

Meanwhile, unconfirmed reports from Nuremberg, the home of the federal labour office, suggested that seasonally unadjusted unemployment last month rose by close to 0.5m to 4.6m, some 200,000 up on previous expectations and well above the previous record of 4.27m in February 1996. Mr Holger Fähring, an economist at the Frankfurt office of UBS, the Swiss bank, said Germany was experiencing a growth pause but he forecast "a pronounced upswing in exports and investment" later in 1997.

Peter Norman, Bonn

Grim jobs picture emerges in Russia

By John Thornhill in Moscow

Unemployment in Russia is a far more acute problem than is officially recognised, according to a new study, which claims more than a third of the industrial workforce is "suppressed unemployed".

The report, based on the largest and most detailed labour surveys since 1990, highlights the social pain of Russia's transition process and challenges more upbeat economic assessments by the International Monetary Fund and the World Bank. It urges these institutions to put far more emphasis on welfare support.

Mr Guy Standing, a director of the International Labour Organisation, who wrote the report, says official joblessness figures are an "administrative artefact" which conceal the unemployment level "in the most cruel way possible".

"There is enough evidence to assert with regrettable confidence that, on average, living standards have plummeted, that the economic slump has been prolonged and is continuing, and that the consequences for poverty and economic inequality have been very severe," he says.



German finance minister Theo Waigel (right) and Russian counterpart Alexander Livshits exchange documents yesterday after agreeing to reschedule DM25bn (\$16bn) of loans to the former Soviet Union, guaranteed by Bonn and due to be paid between 1996 and 1998.

As at December, the state statistics committee estimated that 2.78m people, or just 3.4 per cent of the working population, were registered as unemployed.

On the ILO's methodology, the unemployment rate stood at 9.5 per cent in July 1996, but even that understates the true position, the report argues.

The unemployed are discouraged from registering because of the very low lev-

els of benefit available. Laid-off workers, who have no chance of regaining their jobs, are also excluded from the official unemployment registries. Enterprises keep surplus workers on their books to avoid additional tax and redundancy payments.

Workers have had few incentives to quit their nominal jobs for fear of losing access to subsidised shops and hospitals. Premature deaths have

also obscured the problem of rising unemployment. Since the late 1980s, the average life expectancy for males has declined from 65 to 58. The number of working-age people who died from alcohol-related causes more than tripled between 1990 and 1995.

Based on regular surveys of 501 enterprises, the report forecasts no early pick-up in economic activity - 23.5 per cent of companies polled in 1996 feared they would go

bankrupt within 12 months. "In terms of production, capacity, commercialisation, indebtedness and fears of bankruptcy, Russian industry in 1996 seemed to be as deep in economic crisis as in previous years," the study says.

Some economists have argued that Russia's seemingly flexible labour market has been one of the wonders of the reform process, allowing workers to migrate from overstuffed Soviet-era enterprises to better paid jobs in the emerging, and often unrecorded, service sector.

But the report maintains there has been a steady and very substantial cut in total employment since the 1990s, at a time when the working age population has risen. According to official statistics, employment fell 8.2m between 1990 and 1995, while the size of the working age population rose slightly.

While there has been growth in informal economic activity, many of these "grey" jobs are taken by those already counted as employed, the report says.

Russian Unemployment and Enterprise Restructuring: Reviving Dead Souls. Guy Standing. Macmillan Press. 1996. Also updated ILO paper of same title. Geneva. 1997.

Big three set up fund in bid to restore country's tarnished image

Swiss banks to aid Nazi victims

By William Hall in Zurich and Norma Cohen in London

Switzerland's three largest banks have agreed to put up Sfr100m (\$70m) to establish a fund to aid victims of the Holocaust and their families, in an attempt to restore the country's tarnished international reputation. Credit Suisse Group, Swiss Bank Corporation and Union Bank of Switzerland will put the money into an escrow account at the central bank.

It is only a fortnight since Mr Bainer Gotz, chairman of Credit Suisse, first raised the idea of establishing such a fund before the results are known of the government investigation into Switzerland's wartime record. Yes-

terday's decision reflects mounting concern that allegations about the country and its banks were damaging their reputation abroad.

The three big banks are much more dependent than foreign rivals on international business and said yesterday in a joint communique: "The time has come for action not words." They said the account was open for contributions from other parties, including the Swiss government and the central bank.

When Switzerland paid over Sfr250m in 1946 to settle all claims on looted Nazi gold held in Switzerland, the Swiss National Bank, the central bank, put up Sfr100m, and there has been some surprise in bank-

ing quarters that it has not taken a more active role in the current discussions.

The central bank is independent but has indicated that it will await the lead of the government, which has agreed to back the formation of the fund without committing itself to contribute. It will make its decision after results of a preliminary official study into the Swiss National Bank's gold transactions and the government's refugee policy which are due before the summer.

Jewish groups welcomed the announcement. "The ice on the Swiss alps is melting," said Mr Shimon Samuels, director for international affairs at the Simon Wiesenthal Centre in Paris.

"We note with satisfaction that this is only an initial infusion," said Mr Elan Steinberg, chief executive of the World Jewish Congress.

Privately, representatives of Jewish organisations concede that deciding how to distribute to claimants would be difficult. However, there is broad agreement with a call last week by US deputy assistant secretary of state, Mr Stuart Eizenstat, to give priority to Holocaust survivors and their heirs in central and Eastern Europe who have been ineligible for any compensation schemes so far.

The Wiesenthal Centre is also urging that non-Jewish victims of Nazi persecution be eligible for compensation.

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NEWS: EUROPE

Bulgarian Socialists block attempt to stabilise currency

By Anthony Robinson in London and Theodor Troev in Sofia

Bulgaria's ruling Socialist party last night blocked an attempt by the opposition Union of Democratic Forces (UDF) to implement key financial legislation aimed at stabilising the currency.

The lev has plummeted during a month of street protests which ended on Tuesday with the Socialists agreeing to hold elections in April.

The UDF decided to end its boycott of parliament to try to

push through amendments to the state budget law, the central bank law and profits tax legislation which would have paved the way for the conversion of the central bank into a currency board, as suggested by the IMF.

But the Socialist party, unwilling to ease the task of a future UDF-supported caretaker government, decided that it would only attend parliament to pass the law dissolving parliament and opening the way for elections.

The opposition cannot muster a quorum to pass laws to approve this year's budget and allow a caretaker government to prepare a currency board.

President Petar Stoyanov is expected to appoint a caretaker administration within 10 days to govern until elections are held in the middle of April.

The IMF has indicated it is prepared to send a mission to Bulgaria to help set up the currency board once a caretaker government is in place.

The establishment of a

currency board is seen as the essential first step towards the financial stabilisation of the economy. It deprives the government and central bank of the ability to print money to bail out loss-making companies and finance the government debt by rigidly linking the domestic money supply to the level of foreign exchange reserves.

But the currency board regime works by forcing governments to cut costs and staff and to close loss-making enterprises. It would inevitably result in higher

unemployment and a protracted squeeze on real incomes, a point underlined by Mr Stoyanov yesterday.

The president warned demonstrators still jubilant at their defeat of the ruling Socialist party that tough times lay ahead. He promised that both the presidency and future governments would be honest about the situation but that there would be no quick or easy solutions.

Mr Stoyanov has emerged as a crucial moderating figure on the

Bulgarian political scene. But Mr Ivan Kostov, the UDF leader and several other party figures yesterday continued the fierce rhetorical attacks on the Socialist party.

Bulgarian Brady bonds continued to strengthen in trading yesterday as the markets reacted favourably to signs of a solution to the political crisis. The lev also stabilised at around 2,700 to the dollar. But consumers face mounting difficulties as pharmacies, petrol stations and stores selling

imported products close down or run out of stocks and are unable to pay for new supplies.

Bourgas refinery - the main source of petroleum products - was reported last night to have run out of crude oil. A tanker bringing Russian oil from the Ukrainian port of Odessa was due to arrive shortly but that would only provide petrol for five days. Petrol prices will rise 48 per cent today in line with the government's monthly price adjustment which reflects the lev/dollar exchange rate.

Lisbon angry at possibility of Emu delay

By Peter Wise in Lisbon

Mr António Guterres, Portugal's Socialist prime minister, yesterday attacked suggestions that the entry of southern European countries into economic and monetary union might be delayed.

"Any decision on Emu membership which is not strictly based on the objective compliance of individual countries with the convergence criteria would be totally unacceptable to Portugal," he told the FT.

Mr Guterres, whose government wants Portugal to be among the first countries to adopt the euro in 1999, was reacting to a reported plan to postpone the entry of Italy until 2000 or 2001 that could also be extended to Spain and Portugal.

"The Maastricht treaty does not envisage the formation of regional blocs and any distinction in the treatment of individual countries is unacceptable," he said. "Portugal wants to be judged on its own merits."

He is concerned that Portugal and Spain, regardless of their better economic performance, will be grouped with Italy as "second wave" countries barred from the first stage of Emu to ease German fears about a weak euro.

Attacking those who oppose southern European participation in the first wave, he said: "These unorthodox theories about the euro tend to come from people who are suffering a crisis of confidence about themselves or about the future of Europe. Portugal does not share their lack of confidence."

The escudo was "one of the most stable currencies" in the European Monetary System and would contribute to a strong euro, Mr Guterres said.

His comments came shortly after Mr António

Sousa Franco, Portugal's finance minister, told a parliamentary committee that recent statements on which countries would be included in the euro amounted almost to direct interventions in foreign exchange and monetary markets.

Portuguese government officials acknowledge privately that they are concerned about the impact of the Emu debate on financial markets. Mr Sousa Franco has warned of increased foreign exchange volatility, and the Bank of Portugal has had to



Prime Minister António Guterres: "Unacceptable"

intervene recently to prevent both excessive appreciation and depreciation of the escudo.

But a senior Lisbon bank economist said yesterday that any depreciation of the escudo in 1997 was unlikely to be at a level that would threaten Portugal's compliance with the inflation criteria for Emu. He said that inflation, which is forecast to fall from 3.1 per cent in 1996 to about 2.6 per cent this year, was Portugal's most vulnerable area. The country was almost certain to comply with all the other criteria.

Kohl party calls for more talks on controversial plans CDU ducks pensions issue

By Peter Norman in Bonn

Chancellor Helmut Kohl's Christian Democratic Union yesterday deferred a decision on reforming Germany's pay-as-you-go pension system, an issue that has split the party and the governing coalition in Bonn in recent days.

In a move to paper over the cracks, the party leadership agreed instead to hold further internal discussions. These would be followed by talks with the Christian Social Union, the CDU's Bavarian sister party; then with the Free Democrat party, the junior coalition partner; and finally with the

opposition Social Democratic party. The latter controls the Bundesrat, the second chamber of the Bonn parliament representing the federal states.

Inconsistencies between government proposals for lower tax rates and reduced tax privileges for affluent pensioners, on the one hand, and the plans of Mr Norbert Blum, the labour minister, to raise pension contributions and reduce the level of pensions, on the other, brought Mr Blum into open conflict with Mr Kohl and Mr Theo Waigel, the finance minister, late last month.

Although Mr Blum has gained strong support from the CDU's left wing, his pro-

posals ran into strong criticism from younger Christian Democrat politicians, most of the CDU, the FDP and employers. They are also opposed by trade unions and the opposition SPD.

In a move to reconcile differences within the CDU, the party leadership yesterday accepted Mr Blum's ideas for developing the existing system as the basis for further discussion.

But Mr Peter Hintze, the party's general secretary, added that discussion of other options remained possible.

Mr Hintze said that pension reform should encompass three goals: the reduction of non-wage labour

costs; a reduction in the role of the state in the economy; and the achievement of a fair sharing of burdens between young and old.

Many critics of Mr Blum have charged that his plans will fail to meet these targets.

The CDU general secretary strongly denied that the party's aim of involving the SPD in pension reform was a precursor of a "grand coalition" of SPD and CDU to solve Germany's problems.

The SPD yesterday reacted coolly to the idea of co-operating with Mr Kohl's party on pensions, saying there was "only a small window open" for joint solutions.



Medallion man: Kohl wears medals from across the nation at a reception yesterday to mark the carnival season



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French press revels in Tapie disgrace

By Andrew Jack in Paris

Mr Bernard Tapie, flamboyant socialist politician, Eighties-style get-rich-quick businessman and - since Monday - prison inmate, has lost none of his fascination for the French press.

Yesterday's papers devoted substantial space to the failure of his final appeal against spending the next eight months in jail.

Time finally ran out for Mr Tapie on Tuesday, when the country's highest appeal court rejected his plea for clemency, confirming his sentence of two years imprisonment - including 16 months suspended - for football match rigging and interfering with witnesses.

For a second day, the rightwing Le Figaro ran a Tapie story on its front page and an interview inside, while the Communist party's L'Humanité splashed his continued presence "in the shadows" across the entire front.

Before the court's verdict, Le Monde mischievously ran a front page profile of Mr Tapie on Tuesday afternoon entitled "Number 265 449 C" - Mr Tapie's prison identity. Under standard procedure, he spent the night before the judgment in jail.

The leftwing Libération

and the populist tabloid Le Parisien, relegated Mr Tapie to inside pages after both gave him front-page treatment and two inside pages on Tuesday morning.

Only the business papers Les Echos and La Tribune played down the story - a decision a columnist in the latter said was nothing to do with "pride or embarrassment" but rather because "enough is enough".

The continued interest in most papers is best explained by two cartoons on the subject in yesterday's edition of the weekly satirical paper Le Canard Enchaîné.

In one, Mr Tapie says to two fellow prisoners: "Hey guys, what do you say to creating an investors' club?" That hints at his continued ability to reinvent himself, most recently revealed in both his plans to star in a second film and to act as a consultant for a US construction company.

In the other cartoon, two prison guards show him the closed-circuit television in his cell, reassuring him: "You won't feel out of place: there's plenty of cameras here too" - a reference to the mutual attraction of the man always ready with a quip, and a national media so keen to repeat it.

N Korea grain impasse 'halts peace talks'

By Peter Montagnon
in Washington

North Korea's failure to finalise a contract to import 500,000 tonnes of US grain lies behind its decision to postpone talks this week on fresh security arrangements in the Korean peninsula, according to US officials and commodity market traders.

The US government awarded a licence to Cargill, the Minnesota-based commodity dealer, to export the grain as part of the complex negotiations that led to Pyongyang's apology last December for

its submarine incursion into South Korean waters.

That apology also paved the way for North Korea to attend a briefing session on proposals for four-power security talks scheduled for this week.

But the grain negotiations have reached an impasse because of Cargill's inability to reach satisfactory agreement on precise amounts, timing of deliveries and the pricing of the mineral goods which North Korea is to deliver in exchange for the grain, commodity traders said.

Cargill said yesterday: "We are pursuing a commercial transaction

that is not tied in any way to higher-level diplomatic negotiations. We are a commercial company, and the sale is a commercial transaction, and is not being supported in any way by government aid or credit."

North Korea, which this week admitted that its 2.5m tonne autumn harvest was only about half the level needed to feed its population, had hoped for speedy grain deliveries to ease its pressing food shortage.

But traders said barter deals were always difficult to organise, especially with cash-strapped coun-

tries such as North Korea which had a poor record for respecting contracts.

US officials said Pyongyang had apparently failed to understand that the licence simply set a ceiling on the amount that could be exported over a period of time. The US government could not force Cargill, a private company, to conclude any commercial deal, much less trade the full amount at once.

A further opportunity to help North Korea with its grain shortage may come shortly when the UN World Food Programme issues an appeal for 100,000 tonnes in

food aid worth almost \$40m.

The US has given \$8.2m in food and medicine aid to North Korea over the past two years and is likely to view the UN appeal sympathetically. But there are doubts whether this will be enough to bring Pyongyang back to the security talks. The appeal is small compared with North Korea's total need.

Last year, Pyongyang got some 500,000 tonnes of grain from all sources. Much of that came from China, though in a rare gesture South Korea provided 150,000 tonnes.

ASIA-PACIFIC NEWS DIGEST

Sharif attracts more support

Mr Nawaz Sharif, Pakistan's prime minister-designate, said yesterday he expected the support of other members of parliament to boost the already hefty absolute majority his party won in last Monday's elections. The Pakistan Muslim League won 134 seats in the 217-member parliament against 17 secured by the Pakistan People's party led by Ms Benazir Bhutto, the deposed prime minister. The ML's strength in parliament would reach 170 with support from others, he told party workers in his home town, Lahore. His party did not need the support of others to form a government but "we will take along allies," he said.

The new parliament is to hold its first session on February 15, to be followed by Mr Sharif's induction as prime minister. Pledging to build Pakistan into a true Islamic welfare state, Mr Sharif said he would combat illiteracy, poverty and corruption, develop economic self-reliance and reduce Pakistan's debt burden of \$30bn. Mr Sharif's ally, the Awami National party, secured nine seats and 12 went to the Mohajir Qaumi Movement, an ethnic group based in Karachi. Independents and minor groups have 29 seats. Results of three seats and another 10 seats reserved for non-Muslim minorities are still awaited. *AFP, Islamabad*

Korean bank chiefs arrested

Two South Korean bank presidents were arrested yesterday for receiving \$500,000 each in return for granting loans to the bankrupt Hanbo steel and construction group. Mr Sheen Kwang-shik of Korea First Bank and Mr Woo Chan-mok of Cho Himg Bank were alleged to have provided Won880bn (\$787m) to Hanbo last year in spite of the group's shaky finances. Hanbo received a total of Won5,000bn in loans from 61 banks and other financial institutions in the last four years to construct a giant steel mill that proved to be unprofitable. Meanwhile, a prominent opposition MP became the first politician to admit he had taken money from Mr Chung Tae-soo, the Hanbo founder, as political donations. In response to ruling party allegations, Mr Kwon Roh-keop, a close associate of opposition leader Kim Dae-jung, said he had accepted nearly \$200,000 from Hanbo on three occasions since 1993. *John Burton, Seoul*

Philippines inflation dips

Philippine inflation fell year-on-year from 5.2 to 5 per cent in January, in spite of a moderate rice price rise, according to figures released yesterday. The National Statistical Office said it had revised the inflation figure for December, earlier put at 5.1 per cent, to 5.2 per cent after updating water rates in the Manila area. The revision did not alter the final figure for 1996 of 5.4 per cent. *Justin Marozzi, Manila*

Bond sentenced to four years

Mr Alan Bond, who became one of Australia's most prominent entrepreneurs in the 1980s before crashing into personal bankruptcy in 1992, was yesterday sentenced to four years' jail over charges that he defrauded the Bell Resources group of more A\$1bn (US\$780m) by siphoning the money out of Bell and into his Bond Corporation. Mr Bond pleaded guilty to two charges in the matter last year, with the prosecution agreeing to discontinue a further three charges. *Nikki Tail, Sydney*

Shanghai sees rise in invisible unemployed

Chinese officials are worried as bloated enterprises put off workers. James Harding reports

In the past two years, Mr and Mrs Hua have been laid off from a state-owned Shanghai electronics company, Mr Wang has been laid off from a shipyard and Mrs Zhang from a textile mill. None has found full-time work but none is "unemployed".

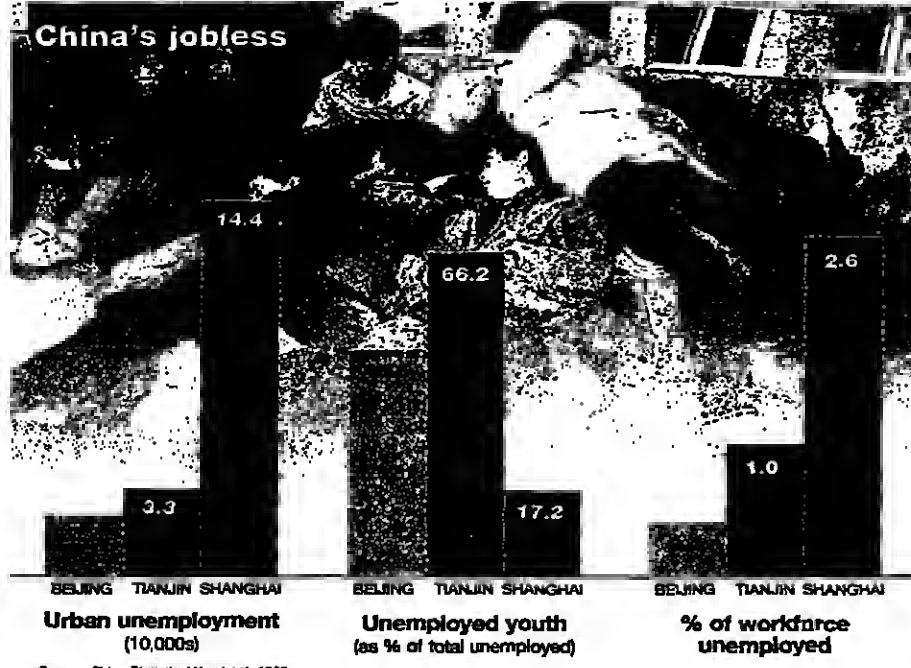
Instead, the Huas, in their early 50s, have been encouraged to take early retirement. Mr Wang is still on the shipyard's books and occasionally drives an unlicensed taxi. Mrs Zhang is a housewife getting subsistence pay from her old employer.

These unregistered redundancies help keep the shine on Shanghai's statistics, which purport to show 1996 unemployment was only 150,000 or below 3 per cent.

"No one believes the 3 per cent figure," says one local economist. The figures are too low "but who can say by how much?"

Unofficial unemployment, widespread under-employment, an influx of unskilled migrants and a swelling number of pensioners are all turning Shanghai - a city in the forefront of China's conversion to capitalism - into a showcase of the benefits and social costs of a market economy.

Workers laid off by state-owned enterprises and kept on a subsistence wage by their old employers are put in a different category from the unemployed, who have



no ties to any work unit.

Their numbers rose 20 per cent last year to 270,000, officials reported last month. But in private, municipal party officials fear the problem is several times bigger.

An internal paper, commissioned by Mayor Xu Kuangdi, is understood to estimate real unemployment and under-employment at between 15 and 20 per cent.

Government researchers calculate that only 5m-6m people are in full-time employment out of a poten-

tial labour force of more than 6m in a city with 13m registered residents.

The internal documents are understood to calculate the migrant worker population in Shanghai at over 3m. They are separate from the official figures, but are a key factor in explaining the swelling jobless problem, as the lowest rungs on the labour ladder - manual and menial jobs paying about \$1.30 a day - have been taken by unregistered arrivals from rural areas.

Widespread under-employment also helps explain the shortfall between the official figure of 470,000 out of work (unemployed and state enterprise redundancies combined) and the more than 2m people not in full-time work. "The published unemployment figures are so ill-reflective of the real economy that no one really knows what is going on. All we do know is that there is a heavy under-employment problem," says the China representative of one interna-

tional financial institution.

As an indication of the scale of the unemployment problem, there are 3,711 workers at the No.2 Cotton Mill in Shanghai, but more than 500 have been "suspended from active work".

There are redundancies also on the books of the No.13 Semiconductor Factory, which has laid off 100 people in the past five years, leaving 300 employees, but only 90 in full-time work.

Red Lantern Radio is an acute case, having halved the workforce in the past three years to 1,000 but employing just over 50 workers on company business.

There are hundreds of such cases where workers still registered with the state enterprise are redundant; they are said to be "waiting for a new post", "changing posts", "awaiting retirement" or "relocated for internal digestion".

The World Bank's estimate that redundant workers account for more than 10 per cent of the workforce at most state enterprises is, if anything, conservative.

A bloated workforce weighs down many potentially profitable Chinese companies.

Disguising the figures can distort the local economy. The merger trend in Shanghai has, in part, been driven by political pressure to absorb redundant workers. In the long term, coping

with an official unemployment rate comparable with western levels will strain municipal finances, already hounded by infrastructure commitments. The 33.3 per cent jump last year in Shanghai's helping-the-poor fund signals the direction of municipal welfare costs.

China's Communist party, whose mandate has rested on delivering increased prosperity, is sensitive to the potential social unrest linked to jobless masses.

The concern in the upper echelons of the Shanghai government was underlined this month by Mr Huang Ju, Shanghai party secretary, who urged that "the re-employment programme for suspended workers should be accelerated". Re-employment and training are part of Shanghai's solutions to the problem: so is a long-term decline in the registered population.

Meanwhile, the China Business Daily, the official party newspaper, says Shanghai's unemployment can be kept under 3 per cent as long as the city maintains economic growth of at least 11 per cent.

But Mr Xu, the Shanghai mayor, last year warned that the ranks of Shanghai's jobless would swell as the city's service sector could not generate enough jobs to compensate for a decline in manufacturing industry. "Shanghai is still facing great pressure," he said.

SIEMENS

Boom in major international projects

Information for Siemens shareholders
The first quarter of the current fiscal year was marked by strong growth in international orders. Growth drivers were the company's energy, transportation, communications, and information segments.

Orders showed the highest growth in the Asia-Pacific region (+130%) and the Americas (+37%). The surge in international business and stronger domestic growth were largely fueled by a sharp increase in major projects. Following the amassing of large orders in the first quarter, growth for the remainder of the year is expected to normalize.

Power Generation (KWU) more than doubled its order volume over the previous year. International business at Public Communication

Networks (ÖN) continued to thrive, and ÖN again profited from Deutsche Telekom orders relating to the digitization of its telephone network. Private Communication Systems (PN) further expanded the high volume of its terminals business. Siemens Nixdorf Informationssysteme returned to double-digit growth in domestic orders. The jump in orders at Transportation Systems was generated by large infrastructure projects in Germany and abroad.

Siemens' industry segment, however, saw orders decline, largely as a result of weak domestic demand for capital goods and Germany's recessive construction industry. As expected, Semiconductors (HL) was affected by sharp price erosion, particularly for memory chips: both orders and sales showed double-digit declines.

Net income for the quarter was slightly below last year's figure, which had been boosted by strong earnings in the Semiconductors Group. In contrast, net income for the communications segment showed healthy growth.

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Note: In accordance with German legal requirements, the information contained in this interim Report has not been audited.
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Rich nations make sharp cuts in aid

By Graham Bowley,
Economics Staff

The world's richest governments have cut their aid to developing countries as a proportion of gross national product to the lowest level for 45 years.

Pressure on governments to reduce budget deficits as well as "compassion fatigue" and growing public cynicism meant official aid fell sharply in 1995, says the latest report from the Organisation for Economic Co-operation and Development.

However, the decline was offset by increased private investment from industrialised countries. As a result, the total level of resources flowing from the industrialised world to poorer countries has again reached record levels.

The different trends underscore the complexities of the aid debate in international organisations such as the OECD, the Paris-based think tank for 29 of the world's richest nations.

Private finance is flowing into the developing world but this is restricted to a narrow band of high-income, fast growing countries, principally in Asia and Latin America. The report makes clear that many of the poorest countries are still denied access to flows of private capital from the developed world. They continue to rely heavily on official external aid only.

Mr Bernard Wood, a director at the OECD, said countries should be able to use aid they receive as a catalyst

to attract investment in their own right. "It is important to recognise development primarily through their own business," he said, emphasising this was the key message from the OECD's report.

Measured overall, direct aid by OECD countries to the developing world was \$58bn in 1995. Measured in donors' own currencies rather than in dollars, and adjusting for inflation, this was 9 per cent down on 1994. Aid accounted for only 0.27 per cent of the GNP of OECD members - the lowest level recorded since comparable statistics began in 1950.

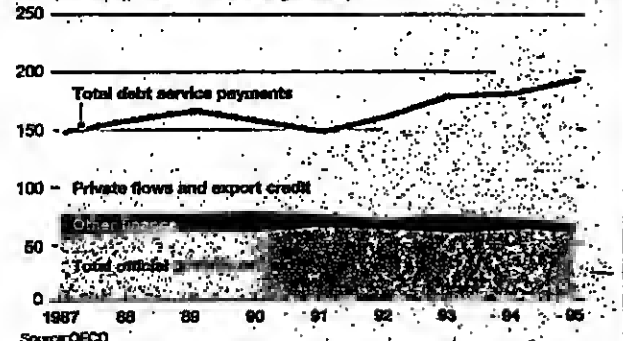
In contrast to official aid, private investment increased to \$159bn in 1995, taking total resource flows into the developing world to \$239bn. This was 50 per cent more, in real terms, than in 1990. Foreign direct investment by companies in the industrialised world reached a record \$54bn.

However, developing country debt grew 8 per cent in 1995 to \$1,901bn. Debt servicing payments rose to \$194bn. The OECD said there was a "decisive tilt" towards short-term debt, as Asian companies' and banks' appetite for short-term borrowing rose.

The OECD said less aid was going to production sectors and more to social infrastructure projects. About 40 per cent of aid went to Africa, 30 per cent to Asia, and 10 per cent to Latin America. The rest was spent on other programmes. UK aid cut, Page 11

Aid flows in as debt payments pour out

\$bn (at 1994 prices and exchange rates)



Israeli crash delays meeting

By Judy Dempsey
in Jerusalem

Israeli and Palestinian leaders have postponed today's meeting following the crash of two Israeli military helicopters in which 73 soldiers, including 13 officers, died. Yesterday and today were declared days of national mourning.

The crash, one of the worst in Israel's military history, took place on Tuesday evening in Shaar Yishuv, in the Galilee Panhandle, on the tip of Israel's northern border with the occupation zone in southern Lebanon.

The soldiers were being flown to the Islam occupation zone where Hizbollah guerrillas had earlier carried out 20 raids on Israeli military units and outposts in or close to the zone, according to defence officials.

The crash, whose cause is unknown, coincides with an increasing debate about Israel's continuing involvement in Lebanon, which it invaded in 1982. It withdrew in 1985 after carving out the security zone in southern Lebanon. Since then, more than 200 Israeli soldiers have been killed there.

Mr Avigdor Kahalani, public security minister, said recently that soldiers sent to the security zone were like "sitting ducks. The situation cannot continue there. A decision must be made... I think the IDF [Israeli Defence Forces] should unilaterally withdraw from Lebanon." He called for the establishment of a multinational force to be placed in southern Lebanon.

But Mr Yitzhak Mordechai, defence minister, rejected calls for a withdrawal.

Officials concede voices for a unilateral withdrawal are growing. "The problem is the vacuum which would be left. Who is prepared to fill it in a way that we could withdraw feeling secure?" a senior official said.

Abacha considers standing for office

By Antony Goldman
in Lagos

General Sani Abacha, who seized power in Nigeria after the army annulled elections three years ago, has said he might put himself forward as a candidate for presidential elections scheduled for next year, if his "constituency" so decided.

Gen Abacha told The Washington Times in a rare interview that his programme to restore civilian rule was on schedule, his efforts to revive Nigeria's economy were bearing fruit and that criticism from abroad over his government's human rights record was unwarranted.

It is the first time he has addressed mounting speculation that he might abandon his uniform to contest multiparty elections. "It is not new in Africa," he said, "where military people have stepped into politics."

Opposition groups in Lagos, the commercial capital, yesterday expressed concern. "Even by the mere leaving open of the possibility of his participation, he does the transition programme no good at all," said Mr Clement Nwankwo, of the Constitutional Rights Project. "The process can have no credibility while a referee such as this considers his prospects as a player."

One diplomat said: "It is no secret that Nigeria employs several Washington lobbyists, and this interview looks carefully scripted to prepare international opinion for his long-term ambitions."

Gen Abacha blamed delays in local elections, now scheduled for March 15, on recent bomb attacks against military targets in Lagos. The police have blamed the bombings on the National Democratic Coalition but no formal charges have been brought.

Big role for the small loan

Bruce Clark on high hopes for microcredit in war on poverty

For the handful of people in Washington who campaign for aid to the poor - among the least fashionable causes in the city of a thousand lobbyists - an international meeting on microcredit this week has been an occasion of mixed emotions.

On one hand, a colourful assembly of the world's haves and have-nots has heard ringing calls, from leading US politicians and business leaders, for a new drive to alleviate poverty in the developing world and at home.

"We believe that poverty does not belong in a civilised human society. It belongs in museums," declared Professor Muhammad Yunus, the Bangladeshi pioneer of lending small amounts to small businesses and founder of the Grameen bank.

This was a sentiment that won ready acceptance from a 2,000-strong audience that ranged from camera-shy peasant women from Africa and Latin America to executives from corporations such as MasterCard, Monsanto and Citicorp.

Also present were Mrs Hillary Rodham Clinton, who has known and admired Prof Yunus since he visited

Arkansas more than a decade ago, and Mr Robert Rubin, the US treasury secretary.

Their clarion calls to help the disadvantaged were an unusual event in the capital of a country where the federal welfare system is about to be dismantled and overseas aid is deeply unpopular.

"It's great people are talking about poverty, and microcredit is an important instrument," said Mr Justin Forsyth, who heads the Washington office of the international aid organisation Oxfam. "As long as you remember that things like health and education are also needed."

But in deference to the abhorrence of handouts that prevails across the US political spectrum, much of the language used at the conference was careful to avoid the deadly sin of altruism.

The Clinton administration, in its message of support, argued that microcredit should not and need not be dependent on anything other than the mainstream market economy.

Micro-financial institutions should move away from "donor dependence" and on to "commercial

sources of funds" either through the broader financial market or by mobilising savings.

But the conference failed to dent the scepticism of experts who wonder whether microcredit can survive the icy waters of strict market economics. "If it was profitable, everybody would be doing it," said one.

Even in Bangladesh, whose dense population creates a promising environment for microloans, the rosy picture presented by the statistics is not always confirmed by closer examination, according to experts. For example, the fact that women receive most loans, and hence are charged with repaying them, does not always imply a real boost to their economic power.

"Women may be forced to hand over control over the money to their menfolk - and then go short of food they ought to be eating to keep up the repayments," said Mr Geoffrey Wood, a British academic who has worked in Bangladesh.

Conference delegates readily accepted a prepared communiqué which committed them to work for a tenfold increase in the number of recipients of microcredit

to reach about 100m of the world's poorest families, by the year 2005.

The statement gives an impressively precise figure of \$21.5bn for the amount of credit that will be needed by microcredit users to reach that goal, and suggests that up to \$8bn could come from commercial lenders at market rates.

In the words of Mr Carter Garber, a US development consultant, that is a "very steep challenge" for a sector that has raised no more than \$500m in private money over the last decade.

Some of the most successful experiments in microcredit have been subtle compromises between altruism and the market.

In Washington, for example, a "shared return fund" called Deavep invites first-world investors to forgo up to half their returns - from a "socially screened portfolio" chosen on both ethical and financial grounds - in order to finance micro-enterprise programmes in more than 50 countries.

But its director, Mr Gil Crawford, expects the trade-off between altruism and egoism to get easier as micro-lending gets more profitable.

Brady bonds for Ivory Coast

By Edward Luce

Ivory Coast is to become only the second African state to issue Brady bonds, in a deal which will wipe out \$4.6bn in arrears accumulated since it suspended debt payments in 1987.

The Brady bonds, which will allow Ivory Coast to exchange up to \$1.5bn in distressed commercial debt (debt on which it has defaulted) for new bonds backed up by 30-year US Treasury bonds, are expected to be issued before June 30.

The bonds, named after Mr Nicholas Brady, former US treasury secretary, have been popular with developing countries seeking to rebuild relations with the international financial community.

Ivory Coast will be the 16th Brady country but only the second African country after Nigeria.

Issuing Brady bonds would allow Ivory Coast "to relieve its overall debt burden and restore its credit standing internationally," said Mr Peter West, director of emerging markets research at WestMerchant bank in London. "We expect a couple

of other African countries, probably Congo and Cameroon, to follow suit in the near future."

The agreement between the west African state and 182 private banks known as the London Club of commercial creditors follows the signing of a debt restructuring package with the International Monetary Fund and bilateral lenders in 1994. Under the deal Ivory Coast was forgiven for 90 per cent of its debt service obligations on its official (non-commercial) borrowing.

London Club executives say that Ivory Coast, which will also buy back at least 30 per cent of its distressed commercial debt at about a quarter of its original value, has recovered from the economic crisis of the late 1980s which led to a reduction in per capita income of over 25 per cent.

Gross national product growth reached 7 per cent last year and is expected to hit 7 per cent again in 1997. The IMF believes that Ivory Coast, which produces a third of the world's cocoa supply, is in a better position to service its debt payments than when it defaulted in 1987.

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NEWS: THE AMERICAS

Clinton seizes moment to wave activist flag

The O J Simpson jury just might have done President Bill Clinton a favour. Their judgment was only flashed across the nation's TV screens as he was in the last 30 seconds of his State of the Union speech. The country might have been mostly waiting on the news from California but, for an hour, he had no competition on the airwaves.

Even his political opponents conceded, if sometimes backhandedly, he had seized the inaudible moment rather well in a confident and focused speech with a major theme, education, and a foreign policy section that was more than the usual afterthought.

What concerned Republicans was not Mr Clinton's delivery - "the president has proven time and time again he can talk the talk," Congressman Tom Delay, the majority whip, sarcastically commented.

Nor was it his adoption of policies they consider their own,

such as balancing the budget, cutting middle class taxes and cracking down on crime.

It was more, as Senator Pete Domenici, the budget committee chairman, put it, "it just seems there was an awful lot of government in this speech... he can't possibly get everything he wants."

Senator Trent Lott, the influential majority leader, said that "words are also," but added "it is this truly the end of big government as we know it or will we find dozens of new Washington programmes in the president's budget?" This goes to Capitol Hill today.

Mr Clinton walked a careful line in his ambitious 10-point "national crusade" for better education. He did call for a 20 per cent increase next year in federal spending on education, but also made clear that the centrepiece - new national standards in English and mathematics - would be implemented and evaluated by the states, not

US factory orders fell 1.3 per cent in December from the previous month, the commerce department reported yesterday, a further indication that the rapid pace of economic growth recorded at the end of last year is set to slow, Gerard Baker reports from Washington.

Orders declined for the second consecutive month, trimming the rate of growth for 1996 as a whole to 4.9 per cent, following a 6.6 per cent rise in 1995.

Manufacturers' orders are a reasonably reliable guide to the short-term prospects for industrial output, and the decline at the end of last year suggests factory production may already be slowing from its 4.1 per cent annual rate recorded in the last three months of 1996.

But manufacturing activity overall is continuing to grow at the start of 1997, fuelling concerns among policymakers about the re-emergence of inflationary pressures. The Federal Reserve left interest rates unchanged yesterday after a two-day monetary policy meeting. However, the likelihood of a rate rise in the first half has grown as evidence of the strength of the economy has mounted.

change the nature of society for the better.

If that means, as he announced on Tuesday night, persuading 60 universities to send students to teach literacy classes to nine-year-olds or getting five major corporations to agree to hire new staff from the welfare rolls, then Washington is doing its proper job at small cost.

This stood in sharp contrast to the official Republican response, delivered by one of its rising stars, the black Congressman J.C. Watts from Oklahoma. His mes-

sage could have been taken from the defunct Contract with America manifesto of 1994, with its emphasis on a wholesale diversion of authority from Washington to the states.

Mr Watts was also the subject of extraneous controversy. He had told a newspaper interview published on Tuesday that some black leaders - he specifically mentioned Mr Jesse Jackson and Mayor Marion Barry of Washington - were "race-busting poverty pimps," prompting predictable outrage.

Even if he broke no new ground, Mr Clinton was also conspicuously firm with the isolationist tendency in Congress on foreign policy. He made no apologies to the Democratic left in pursuing "engagement" with China, demanded that the US pay its bills to international institutions such as the World Bank and a "reforming" United Nations and insisted he be granted "fast-track" authority to negotiate new trade deals,

especially with South America. But his most direct challenge was to Senator Jesse Helms over ratification of the chemical weapons treaty. The chairman of the foreign relations committee is holding approval hostage to UN and State Department reforms. Failure to ratify an agreement "bipartisan from the beginning," Mr Clinton said, would be an abdication of global leadership.

Still, it was business as usual again yesterday. Mr Lott had the Senate debating the constitutional amendment to balance the budget, which the president said in his speech was unnecessary. And the capital's parish magazine, the Washington Post, chose to lead with the O J Simpson verdict.

Mr Clinton was not in town. He flew off to Georgia to preach the virtues of education reform, confident that the public, if not all the politicians, like what they hear.

Jurek Martin

Trials of O J may never end

By Christopher Parkes
in Los Angeles

Mr O J Simpson faces personal and financial ruin after being found responsible for the deaths of his former wife, Ms Nicole Brown Simpson, and her friend, Mr Ronald Goldman.

The civil trial jury, unanimous in its condemnation and the award of \$8.5m to compensate the Goldman family for the murder of their son, must now decide on the full price of Mr Simpson's responsibility.

The decision that the victims were killed in June 1994 with "malice" and "oppression" confronts the former football star with the prospect of having to pay huge punitive damages to both families. Hearings were due to start today with forensic accountants and marketing experts on hand to help the jurors assess Mr Simpson's resources and the residual value of his famous face and wrecked showbusiness career.

Public debate over establishment claims that the principle that no man may be tried twice for the same crime had not been breached, and that the Simpson case was "not about race," started immediately the verdict was announced.

As in the aftermath of Mr Simpson's acquittal at his criminal trial in 1995, many commentators stood firmly by their claims that the affair - from the slow-speed, freeway "chase" of Mr Simpson's white Ford Bronco, to his stop on the way home from Tuesday's verdicts to buy \$1.75 worth of Baskin Robbins ice cream -

reflected more the nature of Californian society than the deficiencies of the US legal system.

The white majority civil jury in middle-class Santa Monica had no doubts of Mr Simpson's involvement after 14 hours of deliberation. In the criminal trial, the mainly black panel determined his innocence in a downtown court after 200-odd minutes.

In the first hearing the decision swung on the credibility of Mr Mark Fuhrman, the white "racist cop" of LA's nightmares, caught lying in his insistence that he never used the word "nigger" and nailed by the defence as a potential avenger-planter.

Race has played a secondary role in public debate

In the trial now winding up, much depended on the credibility of Mr Simpson, who could not this time duck the witness box on the grounds that he might incriminate himself.

A poll of Angelenos completed as the jury deliberated found 71 per cent of whites compared with 10 per cent of blacks believed Mr Simpson was a killer. Yet race has played a secondary role in the public debate. The pursuit after truth LA-style, accompanied by a grotesque crowd of hunt-followers falling over one another in the pursuit of publicity and money, has proven far more absorbing.

Prosecuting and defending lawyers, witnesses, journal-

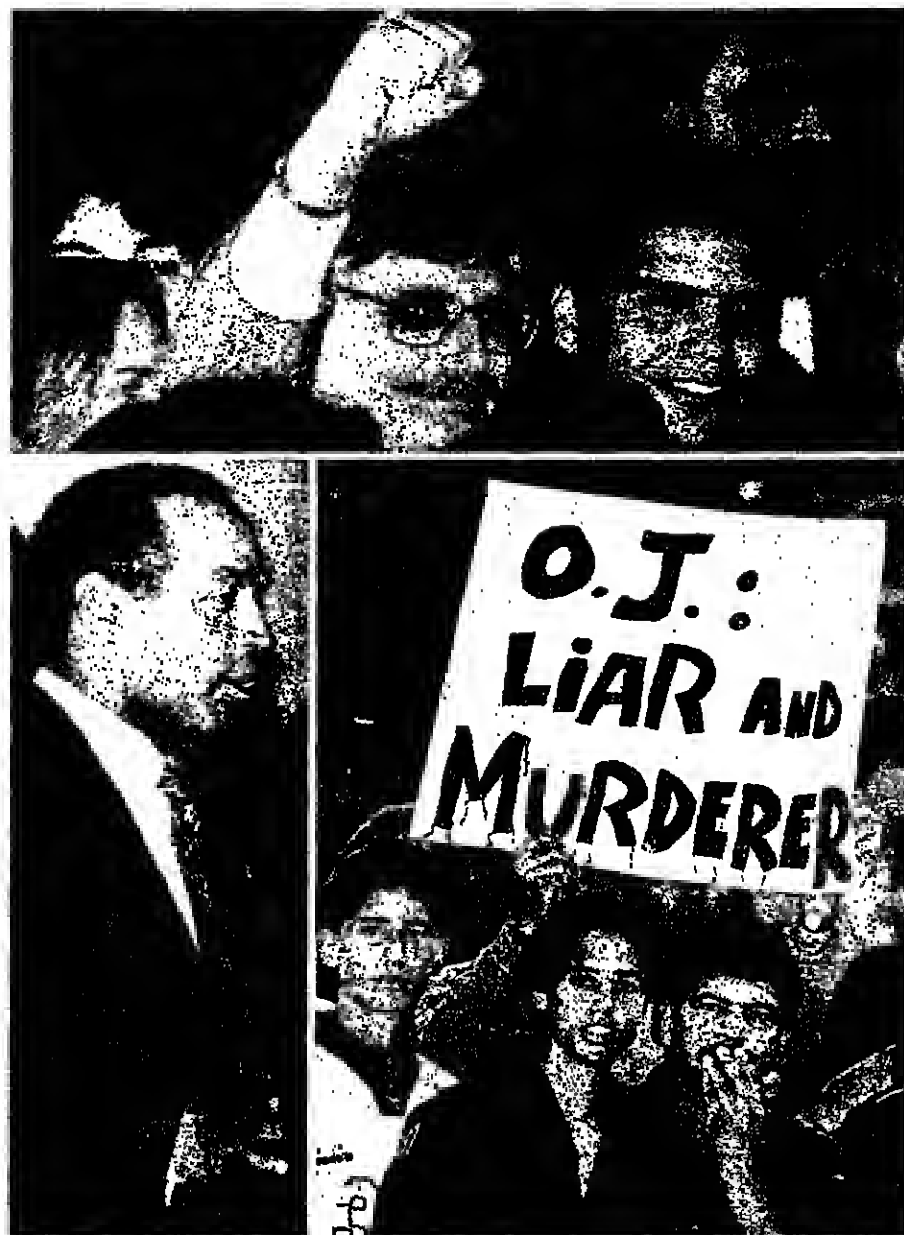
ists, jurors and "friends" belonging to the Simpson circle have written books, signed up for films and demanded large fees for TV appearances. Mr Johnnie Cochran, the main defender in the criminal trial, denounced by some in the media for playing "the race card", now has a substantial career as a TV personality. On Tuesday night, Mr Christopher Darden, the tearful, black prosecuting attorney at the first trial, emerged from the shadows claiming part of the credit for the civil trial result.

Mr Richard Riordan, LA's colourless mayor, issued a statement appealing for calm in a community which had not shown the slightest indication of unrest. Mr Willie Williams, the LA police chief campaigning for a second term in office in the face of mayoral dissent, called a press conference at 10.30pm, although he had nothing to say and no part in the Santa Monica proceedings other than crowd control.

Away in the background, Playboys garnered column inches of free publicity with the unveiling of a March issue featuring the naked Ms Faye Resnick, 39, Ms Resnick, declaring her belief in "full disclosure" as she bared all, wrote a best-seller about her relationship with Ms Simpson and is a much-heard "expert" on the case.

Even as the civil trial wound down, jurors from the criminal case were discovered touting their public relations and literary agents among the 12 members of the current panel.

Thanks to limits on media access, the absence of televi-



Jubilant Fred Goldman (above); O J Simpson on his way out after the verdict (left), and shocked spectators outside the courthouse

sion cameras and the disciplinary disposition of Judge Hiroshi Fujisaki, who gagged the victims' garrulous families, the civil court proceedings were relatively serene. But the popular appetite for salaciousness and sickly sentiment, fuelled by foul-mouthed talk show

radio and fed by attentive news media, proved beyond containment.

Tuesday's decision marked the approaching end of the legal system's involvement.

If Mr Simpson appeals, the dance macabre will start again. "I think we should make it a best of three [tri-

als]," said one gleeful bystander in Santa Monica.

Even if Mr Simpson stands down, the majority US public, whose belief in the guilt of the one-time hero was vin-

dicated in Santa Monica on Tuesday night, shows no inclination to allow the trials of O J ever to end.

OBITUARY: Pamela Harriman

Queen of the special relationship

The journey of Mrs Pamela Harriman from birth in Minster Magna, Dorset, to her death in Paris yesterday, at the age of 76 while serving as the US ambassador to France, is surely one of the most remarkable personal tales of the 20th century.

Her full name - Pamela Digby Churchill Hayward Harriman - encapsulates her life, but hardly does justice to it. She was born a Digby, daughter of British landed gentry; she first married Randolph Churchill, son of Sir Winston, the British prime minister, then Leland Hayward, the Broadway impresario, and finally Averell Harriman, the American statesman.

Barely out of her debutante years, and with a marriage already on the rocks, she became an important go-between in the ever closer Anglo-American relationship before Pearl Harbor brought the US into the second world war.

Her role was encouraged by her father-in-law and owed not a little to her love affairs with two of the most influential Americans in London - Harriman, then President Franklin Roosevelt's emissary, and Ed Murrow, whose radio broadcasts during the Blitz did much to turn US sentiment round in favour of helping Britain.

In the post-war years, divorced but having produced one son, Winston Churchill, now an MP, she cut a social swathe through Europe with the jet-setting likes of Gianni Agnelli, Aty Khan and Elle de Rothschild. That rendered her unpopular in her native country and none of the relationships provided her with the financial and emotional security she needed. It was in America, where she eventually acquired citizenship, that she found both - and an outlet for a sophisticated political intelligence that owed nothing to her limited formal education.

She was married to Leland Hayward for 10 years. After his death in 1970, she married Averell Harriman, then

an older statesman, who died in 1986. If Mrs Harriman's reputation had been, as Hayward once put it, as "the last great courtesan of the century," the move to Washington with her last husband, a lifelong Democrat, thoroughly exposed her to the capital's only industry - politics. She took to it, as to the manner born. Her wealth made her a patron of the Democratic party, but her Georgetown salons were also places where real policy and tactics were thrashed out, to which she fully contributed. Tough political professionals thought highly of her.

At no stage was her influence greater than during the Reagan and Bush White House years, when the Democratic party appeared in disarray. She became an early and effective supporter of Bill Clinton and, following his election in 1992, introduced him to the nation's movers and shakers.

Her reward from the new president was the grand residence on the Faubourg St-Honore, where, in her flighty years, she had sometimes been a guest. Although it certainly helped that she had been a wartime friend of Charles de Gaulle during his London exile, she was never merely a social ambassador and showed full command of the range of policies that, on occasion, have made Franco-American relationships difficult.

Two recent biographies of Mrs Harriman - by Christopher Ogden and Sally Bedell Smith - have left few skeletons in her closet, including her expensive life-style. Her ability to remake herself in the eyes of the men in her life, alternating between the truly glamorous and the matronly regardless of the passing years, bespeaks a unique talent. But above all it was her political intelligence which always flourished when the opportunity presented itself - as early as wartime London until her last post in Paris over half a century later.

Jurek Martin

Ecuador at standstill as unions call strike

Ecuador's industry and commerce were paralysed yesterday as unions began a 48-hour general strike to protest at government austerity measures and call for the resignation of President Abdala Bucaram, Renter reports from Quito.

Banks, financial markets and industry in the capital closed and the government

declared a "state of mobilisation", allowing it to use troops to maintain order.

Unions planned a huge demonstration in Quito, the capital, culminating in a march on Congress to demand Mr Bucaram's resignation.

Government offices also were shut, as Mr Bucaram earlier gave public workers a

day off to coincide with the strike. Oil industry unions have said they would join the strike.

Ms Rosalia Arteaga, the vice-president, added to the turmoil surrounding the government, saying she wanted to replace Mr Bucaram if he resigned or was dismissed from his post.

In an address to the nation

on Tuesday night, Mr Bucaram called for talks between the government, unions, social organisations, indigenous groups and business to "construct a new state" and stimulate the economy.

Opposition groups and students have staged protests since the beginning of January when the six-month-old

government launched an economic austerity package, including price rises for electricity, telephones and public transport.

Mr Bucaram said he respected the protests but added that the government would not permit attacks on private property nor aggressive provocation.

Last month, the US ambas-

sador warned that "deep-seated corruption" was taking root in Ecuador and that it could have an impact on US investments there.

The US yesterday urged the people of Ecuador to refrain from violence and called for a "broad national dialogue" of the country's political leaders.

CONTRACTS & TENDERS

LEAD, ZINC AND SILVER MINE IN BOLIVIA

Grupo Trevo sells for the best acceptable bid according to the conditions found in this notice and according, as well, to the legal and factual conditions that there might be encountered.

I - Assets

1. Object: Lead, Zinc and Silver Mine. The complex is located 6 kilometers from TOROPALCA, in the Province of Nor Chichas, Potosi Department, Bolivia.

It is composed by a mining group which includes 454 HA of concession formed by the Mineralized Areas of San Matias, Capillani, Esperanza and Espanoles.

The geological evaluation performed until this moment, refers only to the SAN MATIAS AND CAPILLANI MINES, which the measurement of the resources achieve a volume around 800, thousand tons of ore, with medium grade of Pb 10,000%, Zn 12,000%, Ag 170gr since the mineralized material is along with big faults hydrothermalized, they present characteristics for a medium or large deposit. Both SAN MATIAS AND CAPILLANI MINES have open shafts and galleries for being verified.

II - General Information

1. The bids should be presented in sealed envelopes until 16:00 hours of 20 February 1997 at the headquarters of Grupo Trevo on Av. Padre Cacique no. 320, Porto Alegre, RS, CEP 90810-240 - Brazil, under the name of Ms. Maria Aparecida Rafael da Silva.

2. The envelopes will be opened at 17:00 hours on 20 February 1997 at the headquarters Auditorium of Grupo Trevo.

3. Further information, more detailed and completed may be obtained at the above address, or at the phone ++ 5551 233 1122 with Ms. Silva.

III - Conditions

Grupo Trevo reserves the right to refuse all the bids and is not liable to any indemnity or refund.

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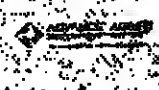









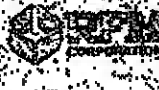



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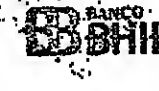


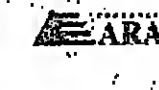



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	Aisone Cement Corporation Common Stock	US\$ 110,679,044
	Commonwealth Bank of Australia Ordinary Shares in the form of Installment Receipts and Interim American Depositary Shares	US\$ 4,120,035,581
	Digital Telecommunications Phil., Inc. Common Stock	PHP 4,814,183,000
	Kotte Manufacturing Co., Ltd. Common Stock	¥20,988,891,000
	Korea Electric Power Corporation 2% Senior Convertible Debentures Due 2001	US\$ 200,000,000
	Korea Mobile Telecommunications Corp. American Depositary Shares	US\$ 337,901,794
	KPM Capital Ltd. 2.75% Convertible Bonds Due 2000	US\$ 65,000,000
	Sakura Finance (Bermuda) Trust/The Sakura Bank, Limited Non-cumulative Mandatory Convertible Preference Shares Represented by Preference Share Units	US\$ 150,000,000,000
	Steel Authority of India Global Depositary Receipts	US\$ 125,000,000
	T.B. Finance (Cayman) Limited/The Tocal Bank, Limited Non-cumulative Mandatory Exchangeable Preference Shares	¥ 100,000,000,000
	Winbond Electronics Corporation 2.0% Convertible Bonds Due 2003	US\$ 200,000,000





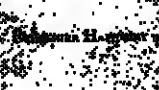


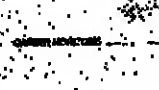



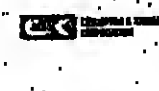
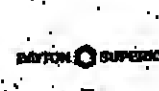
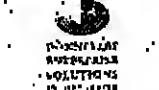
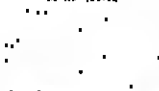
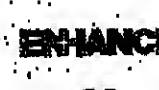



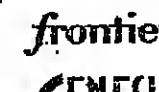
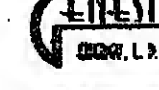


Latin American Equities

	Banco BHF American Depositary Shares	US\$ 55,000,000
	Compania de Minas Buenaventura S.A. American Depositary Shares	US\$ 95,875,000
	Consorcio ARA, S.A. de CV Ordinary Shares and American Depositary Shares	MXP 263,773,984
	Nortel Inversora S.A./Telecom Argentina STET-France Telecom S.A. 10% Mandatory Exchangeable Debt Securities Due 2000	US\$ 249,999,960
	Siderar S.A.I.C. Class A Shares and American Depositary Receipts	US\$ 77,738,552
	Siderar S.A.I.C. Class A Shares	US\$ 64,386,317
	Telefonica del Peru American Depositary Shares	US\$ 598,805,000

U.S. Equities

	AMERCO Common Stock	US\$ 87,500,000
	Applied Magnetics Corporation 7 1/4% Convertible Subordinated Debentures Due 2006	US\$ 100,000,000

U.S. Equities (continued)

	ARV Assisted Living Inc. 6.75% Convertible Subordinated Notes Due 2006	US\$ 50,000,000
	Avondale Industries Inc. Common Stock	US\$ 40,000,000
	Aztar Corporation Common Stock	US\$ 40,000,000
	Berkshire Hathaway Inc. Class B Common Stock Shares	US\$ 274,000,000
	Berkshire Hathaway Inc./Salomon Inc. 10% Exchangeable Original Issue Preferred Equity Notes Due 2001	US\$ 10,000,000
	Cargill Horizons Inc. Common Stock	US\$ 33,800,000
	Ceridian Corporation Common Stock - Block Trade	US\$ 60,000,000
	Columbia Gas System, Inc. Common Stock	US\$ 215,000,000
	Crompton & Knowles Corporation Common Stock	US\$ 11,250,000
	Dayton Superior Corporation Common Stock	US\$ 18,100,000
	Donnelley Enterprise Solutions, Inc. Common Stock	US\$ 71,500,000
	Enhance Financial Services Group Inc. Common Stock	US\$ 4,700,000
	Farm Family Holdings, Inc. Common Stock	US\$ 39,500,000
	Forest Oil Corporation Common Stock	US\$ 132,000,000
	Frontier Corporation Common Stock - Block Trade	US\$ 192,761,800
	Genesis Energy, L.P. Common Units	US\$ 154,687,500
	Hecia Mining Company Common Stock - Block Trade	US\$ 23,716,750
	Impath Inc. Common Stock	US\$ 25,350,000
	Integra LifeSciences Corporation Common Stock	US\$ 36,918,750
	Kapson Senior Quarters Corporation Common Stock	US\$ 35,500,000
	McLeod, Inc. Common Stock	US\$ 240,000,000
	MFS Communications Company, Inc. Common Stock	US\$ 1,323,506,250
	Midwest Express Holdings, Inc. Common Stock	US\$ 38,956,950























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John Smith

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U.S. Equities (continued)

	Nabors Industries, Inc. 5% Convertible Subordinated Notes Due 2001	US\$ 150,000,000
	National Processing, Inc. Common Stock	US\$ 107,950,000
	National TechTel, Inc. Common Stock	US\$ 77,250,000
	Newmont Mining Corporation Common Stock Block Trade	US\$ 244,186,058
	Olinic Steel, Inc. Common Stock	US\$ 62,500,000
	Plasma & Materials Technologies, Inc. 7.75% Convertible Subordinated Notes Due 2001	US\$ 75,000,000
	Pride Petroleum Services, Inc. Common Stock	US\$ 42,000,000
	Solomon Inc./Cincinnati Bell Inc. Common Stock (Due 2000) 10% Convertible Subordinated Notes Due 2001	US\$ 195,125,000
	Solomon Inc./Capital Security Insurance Holdings Ltd. Common Stock	US\$ 232,303,125
	SCI Systems, Inc. Common Stock	US\$ 250,000,000
	SmartTalk TeleServices, Inc. Common Stock	US\$ 60,900,000
	SRS Labs, Inc. Common Stock	US\$ 24,800,000
	Station Casinos, Inc. Common Stock	US\$ 90,000,000
	Stillwater Mining Company Common Stock	US\$ 40,000,000
	Steel Energy Company Common Stock	US\$ 100,000,000
	Sun Microsystems, Inc. Common Stock	US\$ 76,125,000
	TFS Common Stock	US\$ 127,500,000
	TFS Common Stock	US\$ 117,000,000
	TFS Common Stock	US\$ 33,500,000
	TFS Common Stock	US\$ 170,000,000
	USSO Common Stock	US\$ 147,975,000
	USX Common Stock	US\$ 106,875,000
	USX Common Stock	US\$ 41,250,000

European / Middle Eastern / African Equities

	Argentaria SA Common Stock	US\$ 1,300,000,000
	Bank of Cyprus, Limited 6.75% Subordinated Convertible Bonds Due 2003	US\$ 50,000,000
	Cimpor - Cimentos de Portugal, S.A. Ordinary Shares and American Depositary Shares	PTE 119,826,000,000
	Comcast UK Cable Partners Limited Class A Common Stock	US\$ 111,625,000
	Commercial International Bank (Egypt) S.A.E. Global Depositary Receipts	US\$ 119,735,125
	CWB Capital Partners II Private Equity Fund Private Placement	DM 1,000,000,000
	Deutsche Telekom AG Ordinary Shares and American Depositary Shares	DM 17,100,000,000
	Farsat-Parmer N.V. Common Stock	US\$ 72,000,000
	Gucci Group N.V. Common Stock	US\$ 1,330,000,000
	Hellenic Telecommunications Organization S.A. (OTE) Common Stock	US\$ 127,877,736,000
	Industrial Bank of Japan Common Stock	US\$ 1,330,000,000
	Korea Industries Limited Common Stock	US\$ 24,800,000
	Korea Industries Limited Common Stock	US\$ 24,800,000
	Korea Industries Limited Common Stock	US\$ 24,800,000
	Korea Industries Limited Common Stock	US\$ 24,800,000
	Korea Industries Limited Common Stock	US\$ 24,800,000
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	Korea Industries Limited Common Stock	US\$ 24,800,000
	Korea Industries Limited Common Stock	US\$ 24,800,000
	Korea Industries Limited Common Stock	US\$ 24,800,000
	Korea Industries Limited Common Stock	US\$ 24,800,000

Salomon Brothers

INNOVATION AND PERFORMANCE IN GLOBAL EQUITIES

NEWS: WORLD TRADE

WORLD TRADE NEWS DIGEST

CD software market to grow

The European market for compact disc software is predicted to expand sharply during the late 1990s, with average annual growth of 21 per cent over the next five years. A study from Datamonitor, the market research consultancy, predicts CD software sales in Europe will increase from a total of \$2.5bn in 1996 to \$6.5bn by 2001.

At present the market is dominated by CD games software, which made up two thirds of sales last year. Games software will continue to command a significant market share, although the market is moving away from software for specialist games consoles to CD games playable on personal computers.

One of the fastest growing product sectors is likely to be PC information software, which mustered sales of just \$17m last year, but should be worth \$219m in 2001. Over the same period, sales of educational and entertainment PC software are expected to rise from \$36m to \$338m. Meanwhile the market for CD business software should expand from \$727m to \$2.4bn.

Alice Rausthorpe, London

Dumping duties on China

The European Commission has imposed anti-dumping duties of 39.2 per cent on handbags from China, despite warnings from European retailers and importers that such a move would cost more jobs than it would create. But it has not imposed dumping duties on Chinese travel luggage and sports bags, and is expected to continue an investigation into imports of briefcases and school bags.

The three investigations had been conducted in parallel following a complaint by the European Committee for Leather Goods Industries last March. The Brussels-based Foreign Trade Association, which represents importers and lobbied hard against duties in all three cases, has said it will press for the handbag duties to be overturned.

The FTA and a group of retailers and luggage makers warned the Commission in December that duties would drive up costs. The EU's Official Journal yesterday said the Commission had found Chinese handbag manufacturers had "significantly undercut [EU] producers' prices, eroding profitability and causing a gradual reduction in employment as well as a number of company closures".

Ned Buckley, Brussels

Gazprom pipe insurance

Lloyd's of London is to insure the sprawling and dilapidated network of pipelines belonging to Gazprom, Russia's richest company and the biggest producer of natural gas in the world.

The thousands of kilometres of pipelines carrying Russia's gas reserves to markets in western Europe frequently leak. While Gazprom cannot afford to repair its ailing pipeline infrastructure properly, it is concerned about the financial impact of frequent leakages and the insurance contract is designed to protect it against commercial loss.

Mr Ronald Sandler, chief executive of Lloyd's, said Gazprom had unusual insurance needs. He said the contract, under which London-based underwriters will provide reinsurance for a premium thought to be in excess of \$10m, showed how Lloyd's was seeking new markets.

Christopher Adams, Insurance Correspondent

US business to fight sanctions threat

By Nancy Durne in Washington

Mr Clayton Yeutter, a former US trade representative, and Mr Michael Barnes, a former congressman, will help lead a campaign by US companies to counter the increasing threat of US economic sanctions by Congress, state and local government.

Thirty big companies have signed up to the campaign, organised by the National Foreign Trade Council, which will also seek participation by labour unions and non-governmental organisations.

"We are under no illusion about the difficulty of this task," said Mr Daniel O'Flaherty, a council vice-president. Countries subject to

US sanctions now account for 40-50 per cent of the world's population and 20 per cent of the world's trade, according to the National Association of Manufacturers.

This, said Mr Howard Lewis, NAM vice-president for trade and technology policy, is a conservative estimate, and excludes countries liable to sanctions which have not yet been imposed, as well as trade and environmental sanctions.

Although US companies may not be banned from operating in the countries subject to sanctions, they have been increasingly affected by the climate so created, said Mr Lewis, whose group is to release a study on US sanctions later this month.

The last Congress employed sanctions widely in an effort to promote democracy and human rights, passing bills aimed at Cuba, Libya, Iran and Burma and debating limits on investment or trade for China, Cambodia, Haiti, Indonesia, Nigeria, Pakistan and Turkey. The targets have mainly been foreign companies.

This proliferation of measures - and the enmity they have generated abroad - have made business increasingly nervous. "US companies are worried they will be seen as unreliable suppliers," said Mr O'Flaherty. "We've had reports of US companies losing contracts because European companies are writing them out of specifications."

Mr Bill Lane, Washington director of Caterpillar, said his company lost an engine sale in Canada "because a small portion of the end product was destined for the Middle East, and the customer thought it would be easier to buy from a German company."

With the administration considering imposing investment sanctions on Burma, representatives of Unocal, a partner with France's Total and others in a \$1bn offshore natural gas project in Yadan, Burma, are in Washington this week demonstrating their efforts to help Burmese villagers. The project partners have rebuilt clinics and schools, hired doctors, established a pig farm, a livestock breeding

project and a shrimp farm. "Pepsi has pulled out of Burma," said Mr Jack Rafuse of Unocal. "You can make and sell Pepsi in a lot of places but you can't find world class gas fields right next to gigantic burgeoning markets in a lot of places."

In addition to opposing sanctions, the NFTC coalition will propose alternative policies - incentives including foreign aid, visa denial and exclusion from sporting events. "We want to ensure that the US has carrots as well as sticks by which to persuade foreign governments," said Mr Lane. "We will redouble our efforts to lobby aggressively for the foreign operations budget."

American Burma boycotts start to bite

Ted Bardacke on a growing dilemma facing world companies

Telecommunications rivals Motorola of the US and Ericsson of Sweden recently faced a dilemma. The companies' global ambitions had led them to establish operations in Burma, but at the same time they were bidding against each other to provide a \$40m (£25m) emergency radio system to the city of San Francisco, which last year passed a law prohibiting city contracts from going to companies that do business in the military-ruled south-east Asian nation.

Ericsson, having signed deals with the Burmese junta worth an estimated \$3m, stuck with the general. Motorola, whose lone Burmese sales manager had yet to drum up much business, joined the growing corporate exodus from Burma and is now almost certain to win the San Francisco contract, according to city officials.

Motorola cited cost cuts for its decision, but Burma boycott activists claimed victory nonetheless.

"I guess Motorola wanted our \$40m more than the general's change," says an aide to Mr Tom Ammann, San Francisco supervisor, who sponsored the legislation.

"We've shown local action can cost global companies not only money but money as well," said Mr Ammann.

Often characterised as mere moral gestures, state and local "selective purchasing" legislation, affecting billions of dollars in government contracts in the US, is beginning to exact a toll on companies around the world. Several cities and one state, Massachusetts, have enacted bans or penalties on companies that do business in Burma.

Similar ordinances are being considered in the country's most populous state, California, and its two largest cities, New York and Los Angeles. Activists, prodded on by the Burmese democracy leader, Ms Aung San Suu Kyi, who supports such legislation, are saying that in 1997 the crusade will spread to cities in the UK, Canada and Australia.

Whereas the threat of consumer boycotts has been cited as the main reason retail products companies such as Kodak, Walt Disney and PepsiCo have pulled out of Burma recently, selective purchasing legislation puts more pressure on infrastructure and information technology companies.

Apple Computer, keen to keep its hold on the state's lucrative market for educational computers, said in October it was pulling out of Burma to comply with the Massachusetts law.

Non-US companies are starting to take notice. "I don't know what's driving our business in the US but if this movement really spreads, I'm afraid the directors in Tokyo might decide to sacrifice my job for its US business interests," says a Rangoon-based Japanese executive with a company that has extensive dealings - but is losing money - in Burma.

The European Commission has formally protested to the US State Department about the Massachusetts law. It says the law violates US federal government commitments on government procurement contained in the General Agreement on Tariffs and Trade. It has threatened to bring the issue to GATT's successor, the World Trade Organisation, for settlement.

The Japanese government has also asked the US trade representative for a "legal opinion" on the matter. Thai officials say several members of the Association of

South East Asian Nations, by far the largest foreign investors in Burma, have raised the issue informally with the US and it may be discussed at a meeting of Asian and European foreign ministers in Singapore next week.

"This is going to get very political, and we have the legal arguments to counter the European claims," says Mr Simon Billenness, an analyst with Franklin Research in Boston, which manages more than \$500m in "socially responsible" investments and advocates selective purchasing legislation. "It's no longer just an issue of human rights in Burma, but states' rights in the US, which hits on a raw nerve at the WTO."

The EU and Japanese protests were prompted by the Massachusetts law as well as fears that the state might extend the provisions to companies doing business in Indonesia, as was recently proposed in the state legislature to protest human rights violations in East Timor. But the next showdown will again take place in San Francisco, where a \$120m contract originally awarded

The EU and Japan have complained to the US State Department and trade representative's office about Massachusetts' foreign policy, prohibiting the state from having dealings with companies doing business in Burma. Reuters reports from Boston.

The EU claims the 1996 Massachusetts state law is "a breach of US international obligations and as such could have a damaging effect on bilateral EU-US relations", according to a letter Mr Hing-Paen, EU ambassador to the US, has sent to Massachusetts Governor William Weld. Several US cities have also passed selective purchasing laws against companies doing business in Burma, but Massachusetts is the only state and the largest market to boycott such companies. It issued a list of companies with which it will no longer do business, including some 30 Japanese ones such as Sony.

to Japan's Mitsubishi Heavy Industries for a transportation system at the city's airport is mired in a legal dispute.

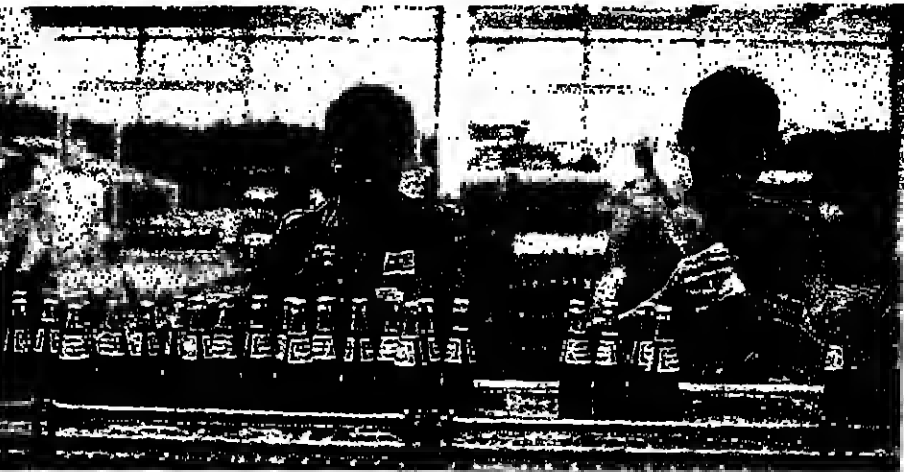
On December 23 the city's airport commission approved the deal, claiming the selective purchasing law did not apply as it was an autonomous organisation and is exempt from the policy. At the commission meeting approving the contract, Mitsubishi Heavy claimed it had no business dealings in Burma.

Technically that is correct. But the Mitsubishi Group, to which Mitsubishi Heavy belongs, is heavily involved in trading activities in Burma and in 1995 signed an investment and co-operation agreement with the military junta, leading to a meeting

between Mr Minoru Maki-hara, the company president, and General Than Shwe, the junta chairman, in Rangoon last year.

The airport contract is now being challenged in court on several grounds, highlighting the fact that many of the selective purchasing laws have a variety of loopholes - financial, technical and humanitarian - that will inevitably be exploited by lawyers on both sides of the issue whenever a contract is challenged.

Indeed, if Mitsubishi Heavy eventually loses out it may challenge the next bidder in line, AD Tranz, another US company, because that consortium may use equipment from Asea Brown Boveri, which has a sales office in Burma.



Bottling Pepsi in Burma: the company has now pulled out

Economic sanctions: US success and failure

World War I - present	
Number of sanctions used by the US	77
Number of sanctions that sought modest change	41
Number considered successful	12
Since 1973	
Number of sanctions that sought modest change in policy	34
Number considered successful	6
Number of sanctions that dealt with human rights	15
Number considered successful	3
Number considered failures	12

These data were compiled from a study conducted by the Institute for International Economics and published in a book entitled *Economic Sanctions: A Handbook*, written by Herbert Goldhamer, Richard J. Smith, and John J. Wallis. Copyright 1996.

Caribbean garment makers' Nafta fear

By Canute James in Kingston

Garment makers in the Caribbean Basin, looking with growing discomfort at the rapid growth in Mexico's clothing exports to the US, are pressing for "Nafta parity". They fear North America Free Trade Area restrictions could cost them much of their \$60m-a-year market.

The Caribbean industry achieved 9 per cent growth in its exports to the US between January and October last year. Hopes for continued growth, however, have been moderated by the performance of the Mexican

industry, whose apparel exports to the US between January and October grew 38 per cent.

Caribbean exporters are concerned that a larger, more efficient Mexican clothing industry, helped by membership of Nafta, will eat into Caribbean markets.

"We are not unduly worried just about Mexico's growth, but concerned Caribbean Basin producers could go under because of it," said Mr Peter King, chairman of the Caribbean Textile and Apparel Institute. "Some of Mexico's growth has been the result of the diversion of investment from the Caribbean Basin."

This concern, however, is rejected by the Mexican industry. The growth of Mexican exports to the US, it says, has been not at the expense of Caribbean exporters, but of the more traditional suppliers in the Far East. US clothing imports from Hong Kong and the US have declined in recent months due to a dispute over rules of origin, and Mexico has stepped in to meet demand.

The American Textile Manufacturers Institute says the Caribbean Basin accounts for 16 per cent of all US clothing imports, the

Asian group 13.6 per cent, Hong Kong 10.5 per cent, China 10 per cent and Mexico 9.4 per cent.

Caribbean Basin exporters plan to renew a request to Canada, Mexico and the US for "Nafta parity" for their exports to the US and Canada. The 24 countries in the Caribbean Basin want to be allowed to export clothing and other products without qualitative and quantitative restrictions.

If they are not allowed this, argue the region's governments, their apparel industries, and others exporting to the US, could be undermined. Several Jamaican garment factories have relocated in Mexico, according to the Textile and Apparel Institute. The Jamaican government recently offered the industry \$6m to improve its competitiveness.

Caribbean officials say the US government has promised it will put Nafta parity on the legislative agenda. But several admit privately they expect Mexican apparel producers, and US producers which fear a flood of competitive Caribbean exports, to oppose the request.

The industry brings jobs to areas with traditionally high unemployment.

WTO urged to act on regional pacts

By Guy de Jonquieres

The World Trade Organisation needs to start developing effective disciplines soon to stop regional trade arrangements (RTAs) weakening its authority and obstructing global economic integration, a committee of international trade experts has warned.

While they find no conclusive proof that RTAs always harm non-members by discriminating against their exports of goods and services, they find enough evidence that they can cause economic damage to warrant stricter WTO policing.

An economic analysis prepared for the experts' report says the enlargement of the European Union in 1994, to include Austria, Finland and Sweden, appeared strongly to suggest RTAs could distort trade at the expense of third parties.

In the two years after enlargement, the relative importance of intra-EU trade to its members grew 10 per

cent, but the importance of EU members in the rest of the world's trade fell 44 per cent.

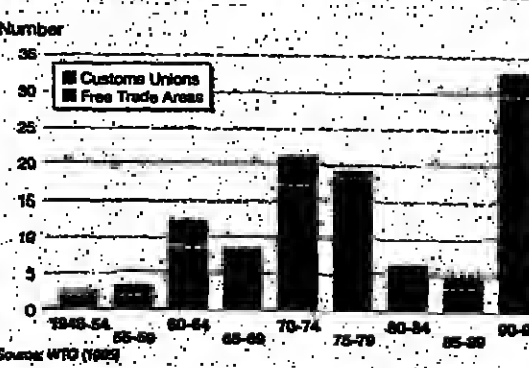
Much the same shift occurred in trade among the six members of the Gulf Co-operation Council after their free trade pact took effect in 1983. Trade among members of the North American Free Trade Agreement exhibited a similar, but less marked, trend.

Mercosur, the four-nation Latin American grouping, the Central Europe Free Trade Area and the Israel-US Agreement had all seen trade among members increase faster than trade with non-members.

The only examples of external trade growth outpacing intra-regional trade were after the formation of the European Economic Community in 1958, its admission of Greece in 1981 and the expansion of the Association of South East Asian Nations in 1981.

The report concedes that RTAs can, in theory at least,

Regional agreements notified to Gatt



Source: WTO (1995)

promote multilateral liberalisation by spurring unilateral market-based reforms and encouraging healthy competition among countries to lower their trade and inward investment barriers.

However, it says, such beneficial results cannot be taken for granted. It warns that unless the WTO acts soon to draft new rules for RTAs, its ability to protect and advance the interests of all participants in world trade will face a serious challenge.

The report makes five main recommendations for more effective policing of RTAs:

- The WTO should set stiffer criteria for RTAs, covering Most Favoured Nation tariff treatment, rules of origin and transparency and enforcement.
- RTA members should be required to move towards common trade rules.

- RTAs should be obliged to remain open to new members.

- The WTO should develop rules to prevent RTAs distorting foreign direct investment flows.
- The WTO should actively promote compatibility between RTAs and its own rules by monitoring their compliance and encouraging their members to use WTO procedures to settle disputes.

The nine-member committee which wrote the report was chaired by Professor Jaime Serra, a former Mexican finance minister. Other members include Mrs Carla Hills, a former US trade representative, Mr Julius Katz, her former deputy, and Professor John Jackson of Michigan University, a leading trade lawyer.

* *Reflections on Regionalism: Carnegie Endowment for International Peace. Available from: The Brookings Institution Press, Department 025, Washington DC 20042-0025. Tel: 202-797-6255. Fax: 202-797-6004.*

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THE JAPANESE WARRANT FUND

Société d'Investissement
European Bank & Business Centre
6, route de Trèves, L-2633 Senningerberg
R.C. Luxembourg B 31629

In accordance with Art. 67(5) on the Luxembourg Law on Commercial Companies, the Board of Directors has resolved to postpone the Annual General Meeting of the Company initially scheduled to be held on 15 January 1997 at 4:00 p.m.

The shareholders of the THE JAPANESE WARRANT FUND (the Company) are hereby convened to the postponed

Annual General Meeting

to be held at the registered office of the Company, European Bank & Business Centre, 6, route de Trèves, L-2633 Senningerberg, Grand Duchy of Luxembourg on Friday 14 February 1997 at 4:00 p.m. for the purpose of considering and voting upon the following agenda:

1. Submission of the Report of the Board of Directors and of the Audit Report;
2. Approval of Annual Report for the year ended 30 September 1996;
3. Discharge of the Directors;
4. Election of Directors and Auditor;
5. Any Other Business.

Resolutions on the agenda of the Annual General Meeting will require a quorum and will be taken at the majority of the shareholders present or represented. A shareholder entitled to attend and vote at the meeting may appoint a proxy to attend and vote on his behalf and such proxy need not be a shareholder of the Company.

In order to be able to attend the meeting, holders of bearer shares must deposit their bearer share certificates five working days prior to the meeting with the following institution:

Kredietbank S.A. Luxembourggoes - Conservation Titres
45, boulevard Royal - L-2955 Luxembourg

Shareholders who cannot personally attend the meeting are requested to use the prescribed form of proxy (available at the registered office of the Company) and return it at the latest two working days prior to the date of the Annual General Meeting to the Company, c/o Fleming Fund Management (Luxembourg) S.A., L-2888 Luxembourg.

By Order of the Board of Directors

HENRY C. KELLY, January 1997

FLEMINGS

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Cancellation of 'super jumbo' casts shadow over plan for extra terminal at London hub

Heathrow expansion dispute rekindled

By Michael Skapinker,
Aerospace Correspondent

BAA, the owner of London's Heathrow airport, and British Airways were asked yesterday to explain how they would keep the number of flights to an acceptable level now that Boeing had shelved plans to build a 550-seat "super jumbo". The request came from the chairman of an inquiry into plans to build a fifth terminal at the airport, Britain's biggest.

BAA and the airline have said that, while the fifth terminal would increase the number of passengers using the airport from 56m last year to 80m, there would be only a

small rise in the annual number of flights. This was because larger aircraft would be used, including a new generation of super jumbos.

Boeing last month said, however, that it was dropping plans to produce an extended version of its 400-seat 747. The company said that, while it would continue to study a larger aircraft, there was insufficient demand to justify building a 550-seater. Airbus Industrie, the European consortium, has said it will go ahead with its planned 550-seat A3XX.

Mr Roy Vandermere, the inquiry chairman, gave BAA and BA until February 25 to say whether the Boeing announcement meant

future traffic forecasts for a five-terminal airport needed to be changed. He asked whether Heathrow would be able to continue its practice of using one runway for take-offs and one for landings. Opponents of the planned terminal fear Heathrow plans to use the two runways for both landings and take-offs, greatly increasing noise levels.

The terminal's critics were quick to describe Mr Vandermere's questions as a blow to BAA's case. Mr Dermot Cox, chairman of the Heathrow Association for the Control of Aircraft Noise (Hacan), accused BAA of misrepresenting "the true increase in noise pollu-

tion which such a massive expansion of Heathrow would cause. Boeing's decision to cancel the super jumbo only highlights the lack of any foundation for BAA's claims."

BAA said that Boeing's cancellation of the super jumbo did not affect its forecast of the number of flights that would follow the building of Terminal Five. Mr Michael Maine, BAA's technical director, said airlines were already using larger aircraft at Heathrow.

The average number of passengers per aircraft had grown from 126 in 1994 to 133 in 1995. This trend would keep the number of flights down. Mr Maine said BAA had no plans to change the way it

used its runways. BA said it was still looking at the Airbus plans for a 550-seater.

Mr Vandermere said yesterday the inquiry would probably continue until mid 1998. When it began in May 1995, officials forecast it would finish by the end of 1996.

Heathrow is the world's busiest international hub. It handles some 54m passengers a year and more flights to more overseas destinations than any other airport, some 1,100 daily to 213 cities and resorts in more than 80 countries. The fifth terminal is intended to enable Heathrow to cope with an expected doubling of worldwide air traffic by the end of the next decade.

Minister sets 'tough' target for tourism rise

By Scheherazade
Daneskhulu
Leisure Industries
Correspondent

The government yesterday set growth targets for the UK's tourism industry in an effort to increase its earnings.

Mrs Virginia Bottomley, chief heritage minister, said no extra state funding would be available, and that the targets were tough, but nonetheless achievable.

She said the £37bn (£80bn) sector accounted for more than 5 per cent of gross

domestic product. It would be able to provide more jobs than manufacturing on current trends by 2012.

The action plan calls for growth in earnings from overseas tourists to exceed the annual average for the European Union.

Britain last year beat the European annual average of 7.2 per cent recorded between 1990 and 1995, but it underperformed in earlier years.

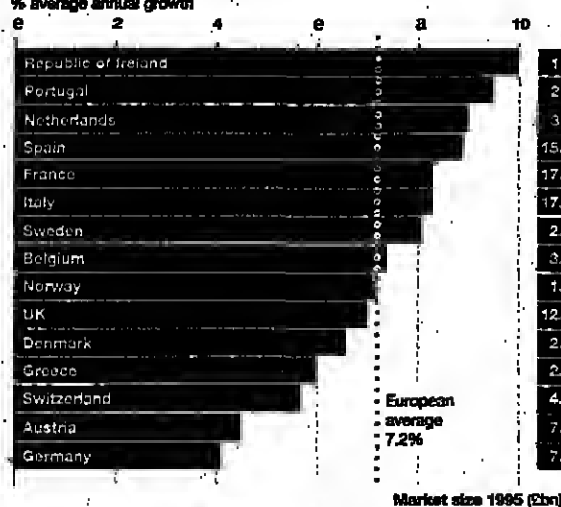
The target for growth in earnings from domestic tourism is to beat the annual average growth in

all consumer spending. The latter was 0.9 per cent a year between 1990 and 1995 but domestic tourism earnings grew at an annual average of only 0.6 per cent.

Mr Tom Pendry, the opposition Labour party's spokesman on tourism, said the plan lacked proposals for legislation improving partnerships between local authorities, tourist boards and the private sector. He said Britain's share of the world tourism market had fallen from 6.7 per cent to 5 per cent under the present government.

A growing trade

Relative growth of international tourist earnings
% average annual growth



Source: UK Tourism Survey, Department of National Heritage

Scientists warn over North Sea cod stocks

By Alison Meitland
in London

North Sea cod stocks, one of the most valuable fish resources for north European countries, are close to collapse, fisheries scientists warn today.

As much as 60 per cent of the fishable cod stock is removed from the North Sea each year and drastic action is needed to reduce that rate, say the scientists from Scotland, Canada and Iceland.

"There is a need for swift and effective action to protect the stock and avoid the problems of the much publicised collapse of cod stocks off the coast of Atlantic Canada," they warn in Nature magazine.

The warning led to disagreement yesterday between two UK government departments.

The Ministry of Agriculture, Fisheries and Food in London said European Union member states had already responded by cutting cod quotas for the North Sea by 11.5 per cent in December. "This is consistent with the advice from scientists," said an official.

But Mr Robin Cook, author of the report and a scientist with the Scottish Office marine laboratory in Aberdeen, said quotas were regularly circumvented by fishermen. "The control mechanism is not succeeding. It's not adequately enforceable."

Mr Cook said the proportion of the annual total cod stock removed from the North Sea should be reduced to a maximum of 45 per cent. The time fishing vessels spent at sea could be limited or fleets cut in line with proposals from the European Commission.

A Paris lawyer has lodged a complaint with the European Commission against both the UK and Guernsey over the way that one of her clients, a Granville-based fisherman, was treated in a British court, writes Philip

Jeune. Mr Jean-Pierre Leverrier was fined £10,000 (£16,200) in Guernsey's magistrates' court last year for illegally fishing in Channel Island waters. He claimed in court that the regulations were confusing and that he had been fishing the area for 35 years. His lawyer, Mrs Monique Fauchon, claims that she was wrongfully refused permission to address the court and that Mr Leverrier was illegally held for more than 24 hours after his arrest.

Accountants in US hit back at critics

By Jim Kelly,
Accountancy Correspondent

The US Financial Accounting Standards Board has hit back at leading UK critics of its principles in an unprecedented attack, claiming that any alternative would undermine the integrity of company balance sheets.

Mr Jim Leisenring, deputy chairman of the Financial Accounting Standards Board, says that "assets and liabilities are the anchors of accounting" and are under threat from UK critics.

His attack is directed specifically

at Mr Ron Paterson - technical partner with Ernst & Young - which last year launched an attack on the direction of accounting in the UK.

E&Y said that the UK's draft statement of principles - which is similar to frameworks drawn up by the US and the International Accounting Standards Committee - was full of the "rhetoric of theorists" and not the "language of business".

More recently Mr Paterson attacked the direction of accounting under the International Accounting Standards Committee and its efforts to establish definitions of assets and liabilities. As a result he said compa-

nies would be forced to "count their chickens before they were hatched".

Mr Leisenring says that all the world's leading standard setters are agreed that balance sheet items need to be accurately measured before income can be reported. This "approach dramatically reduces the opportunity to manage the number reported as net earnings", he writes.

He alleges that Mr Paterson has not put forward a workable framework to underpin his view, which E&Y says is shared by ordinary business people, that financial reporting should be about allocating profit to specific accounting periods.

"He says that my approach is not operational - well it's what accountants have actually been doing for decades," retorts Mr Paterson. "This is like scientists trying to tell the bumble-bee that it is aerodynamically unable to fly."

"I don't accept his view that a balance sheet approach is necessary to impose greater rigour and that my approach is an 'anything-goes' system. The real trouble with his approach is that it doesn't actually work. As a result standard setters often apply my approach in reality, but use the language of their own."

MPs urge vote on pensions for expatriates

By Nicholas Timmins,
Public Policy Editor

MPs should be allowed a free vote in the House of Commons on whether the UK should spend an extra £255m (£410m) a year to unfreeze the pensions of 433,000 British pensioners living outside the UK, a committee of MPs said yesterday.

UK citizens have their pensions indexed if they retire to a European Union state or the US and some other countries with which the UK has bilateral social security agreements. Elsewhere in the world - including Australia, Canada, New Zealand and South Africa - pensions are frozen at the date of emigration.

Failure to increase pensions for what campaigners have dubbed the "hero generation" who fought in the second world war has caused marked tensions with Australia and Canada. Australia

has accused the UK of "renegeing on its welfare responsibilities at the direct expense of the Australian taxpayer".

The present rules can leave someone who emigrated on retirement 20 years ago on a pension of £10 a week.

However, finding an extra £255m on top of the present sum of almost £1m paid to expatriate pensioners would be "a formidable challenge for any government", the committee warns. The government has refused to act on financial grounds and the opposition Labour party has said it would not be a top priority if it wins the coming general election.

The Canadian High Commission in London said the report was "not optimal, in the sense that it has not recommended updating". But it was "a step forward" for an issue which Canada would continue to press.

Foreign secretary takes harder line over euro

By John Kampfer,
Chief Political
Correspondent

The UK government yesterday hardened its terms for participation in European monetary union, arguing that Britain might choose not to join even if the system proved economically viable.

Mr Malcolm Rifkind, the foreign secretary, described as "absurd" the opposition Labour party's assertion that it would base a decision purely on a "hard-headed" look at the economic circumstances at the time.

Mr Rifkind was responding to a keynote speech by his Labour opposite number, Mr Robin Cook, who said Labour recognised the "potential attractions" of a single currency in giving greater stability to export prices and removing transaction costs.

Those benefits could only be realised, however, if there was a "genuine convergence of real economic performance", Mr Cook said.

"If the single currency does proceed, any responsible British government must keep under review whether Britain continues to stay outside it."

But he added: "This emphatically does not mean that Labour is committed to signing up to the single currency in 2001, 2002 or 2003. We are keeping our options for those years every bit as open as our options for 1999."

Mr Rifkind called Labour's approach to Europe "naïve, inconsistent and incompetent; Labour's public concession of so many important negotiating objectives of other European countries is undermining Britain's negotiating position in the IGC".

A Conservative government, Mr Rifkind said, would not take Britain into monetary union unless it was convinced the benefits outweighed the drawbacks.

Labour "have now taken a decision in principle that they would wish to join a single currency if certain

technical criteria were met". The Conservatives, by contrast, would "look at the wider issues".

Mr Rifkind denied that his tour of EU capitals to criticise the approaches of member governments - and Mr John Major's robust speech on Tuesday - marked a more confrontational attitude.

But in Brussels, Mr Jacques Santer, European Commission president, said Mr Major's disparaging depiction of the social chapter was "a caricature". Delivering a detailed rebuttal of Mr Major's attack, Mr Santer said employment protection and competitiveness were not only compatible but complementary.

"The social chapter is a platform for good industrial relations which, as experience in many member states shows, can be harmonious, mature and non-conflictual," Mr Santer said. "There is no mass of legislation emanating from Brussels, choking businesses to death."

Pay freeze threatened for judges and admirals

The Scotsman who hopes to be the next chancellor of the exchequer talks to Robert Peston

Three words constantly crop up in any conversation with Mr Gordon Brown about his ambitions for a Labour government: priorities, toughness and fairness.

Classic statements from the party's shadow chancellor of the exchequer include "we have got to distinguish between high priority and low priority areas [of spending]" and "it is a case of toughness allied to fairness".

Both were said in an interview with the Financial Times in defence of Labour's decision to oppose pay increases for top armed forces personnel, judges and senior civil servants - and to rule out a salary rise next year for ministers and MPs.

The senior salaries review body has recommended pay rises well above inflation. Some judges, civil servants and senior officers would receive more than twice the 2.5 per cent headline rate.

Mr Brown said a Labour government would not implement such rises. Under Labour, a High Court



Gordon Brown

- 1951: born second of three sons of a Church of Scotland minister
- 1969: educated at Kirkcaldy High School in Scotland
- 1972: lost sight in one eye in accident during rugby match
- 1972: voted student rector of Edinburgh University; gained first-class degree in history
- 1976: lecturer in politics
- 1978: failed to win Edinburgh seat in House of Commons
- 1980: joined Scottish TV as journalist
- 1983: elected Labour MP for Dunfermline East in central Scotland
- 1987: appointed junior Labour finance spokesman
- 1989: chief industry spokesman
- 1992: shadow chancellor of the exchequer
- 1994: party leader John Smith died; Brown stands aside from contest and thus helps his friend, Tony Blair, to win leadership

judge - currently earning £104,439 (£169,190) a year - would miss out on a rise of around £5,000, and a rear-admiral earning £66,290 would be forced to forgo a £3,000 increment.

The importance of the move for Mr Brown lies in the signal it sends, rather than in the total sums saved. Just 5,000 people would be affected and between £10m and £30m of potential spend-

ing would be recouped. Mr Brown wants to show that Labour is serious about curbing the growth of public spending - and that if nurses and teachers have to make sacrifices, bigger ones will be demanded of the highest paid public servants.

"We have got to be prepared to make tough decisions," he said. He insisted he would "prefer not to do this" and was "not doing it

lightly". But at a time when borrowing is too high - and falling only slowly - it was right "to ask" top public servants to "show leadership".

For the governing Conservatives the decision will send a completely different signal. They will say it shows Labour is still gripped by the politics of envy and that it undermines government efforts to reinvigorate the top rungs of the

public sector by making salaries more competitive.

Labour leftwingers may also be cool about the move. They would prefer Mr Brown to levy a new top rate of tax on all high earners, a move ruled out last month.

The government will gauge its response to Labour's initiative carefully. Attacking Labour could be risky, given the desire by ministers to phase in proposed rises averaging between 3.2 per cent and 3.4 per cent for 1.5m doctors, nurses, teachers and lower ranks in the armed forces.

Mr Kenneth Clarke, the chancellor of the exchequer, will propose to the cabinet today that public servants should receive 2 per cent at the start of the financial year on April 1, with the balance on December 1. His hope is that this will make life difficult for Mr Brown because Labour will face pressure from public sector unions for immediate implementation of the full rise. Public sector pay is now at the heart of the pre-election campaign.

UK NEWS DIGEST

Overseas aid below average

UK government aid to developing countries fell 6 per cent to £3.2bn (\$5.2bn) in 1996, the Organisation for Economic Co-operation and Development said yesterday. Britain now contributes 0.28 per cent of gross national product in aid to the developing world, below the industrial country average of 0.41 per cent.

This puts the UK 16th in the list of 21 rich developed countries analysed by the OECD, the Paris-based organisation which acts as a think-tank for 29 of the world's richest nations. It now lags behind countries such as France, Germany and Denmark.

Graham Bowley

CHANNEL TUNNEL

Operator opts out of price war

Eurotunnel, operator of the Channel tunnel between England and France, yesterday signalled its withdrawal from the fierce price-cutting war which has depressed its own earnings and those of the cross-Channel ferry companies. The battle meant that day trippers from England could sometimes make the crossing for £1.

The company's passenger shuttle division announced increases of between £40 and £70 (£113) in its spring and summer tariffs. "We are confident these are the right prices," said Mr Bill Dix, managing director of passenger shuttle services. "We had a false market when the ferries threw extra capacity on to the Dover-Calais route, but we believe there will be a rationalisation." But there was no sign yesterday that the ferry companies would copy Eurotunnel's move. P&O, the biggest ferry operator on cross-Channel routes, plans fare reductions of up to 25 per cent.

Charles Batchelor

INFORMATION TECHNOLOGY

Water company sues Oracle

North West Water, a former state utility, has begun legal action against Oracle, the leading database software company, over what it claims is the failure of the company to deliver a new operations management computer system. The suit, disclosed in today's edition of Computer Weekly, the trade magazine, is the latest in a string of high profile disputes between customers and IT suppliers in the UK.

This dispute involves a contract signed by North West Water and Oracle in April 1994. Under the contract Oracle was to design and develop a system known as OPMS 4.0. Work on the project, valued at £2.4m (£3.8m), stopped in August 1995 with both sides blaming each other for the dispute. Yesterday North West Water confirmed that it had begun legal action because "efforts to resolve the dispute have failed". Mr Alan Leung, in charge of Oracle's European legal affairs, said: "Oracle is vigorously defending this action."

Paul Taylor

LOYD'S

Agency chief banned as director

Mr David Coulthard, managing director of a leading Lloyd's of London members' agency, Cox Tudsbury & Wills, has been disqualified as a company director for four years by a High Court judge in London. The action followed an investigation begun in 1994 by the UK government's Department of Trade and Industry into the activities of Mr Coulthard while he was a director of Dawes and Henderson, a members' agency which went into liquidation four years ago.

In 1989, Cox Tudsbury & Wills was acquired by a subsidiary of Cox Members' Agencies, which is not related to Cox Insurance Holdings, a quoted insurance company. Mr Hugh Shuttleworth, now a non-executive director with Cox Tudsbury & Wills, has been disqualified as a company director for five years and Mr Alan Dawes disqualified for three years.

Christopher Adams

COPPER TRADING

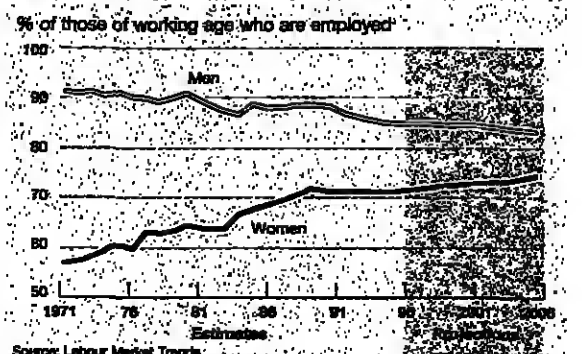
Contempt case judgment reserved

The High Court in London yesterday reserved judgment over whether senior London-based fraud office staff, including its director Mr George Staple, committed contempt of court over their handling of the continuing investigation into the Sumitomo copper scandal. Lawyers for Mr Jeffrey Green, an accountant from Radlett, north of London, claim that the SFO breached court orders imposed after it had seized computers from his offices. The SFO denies the claims, insisting they are an attempt to embarrass the office. Judgment is expected today.

John Mason

ECONOMIC ACTIVITY

Men in retreat



More women to join workforce

The feminisation of the UK labour force looks set to continue until at least 2008, with women aged between 25 and 34 expected to record an 8 per cent growth in economic activity and those aged 50 to 64 a rise of between 5 per cent and 6 per cent. By 2006, 45.3 per cent of the workforce will be women, compared with 44 per cent in 1996. Slight falls are projected in male activity rates for all age categories, the biggest being a 2 per cent drop in the 55 to 59-year-old group. The workforce will be older in 10 years' time: there is a projected rise of 2.3m in the number of people over the age of 35 in the labour market and a fall of 1.1m of those under 35. However, the UK's labour force is also projected to increase by 1.2m on today's figure of 37.8m.

Robert Taylor

PILOT TRAINING

BAe warns of Hawk problem

British Aerospace has advised customers using older versions of its Hawk advanced jet trainer aircraft not to fly the fighter following a problem with a Royal Air Force Hawk. The RAF has grounded its Hawk fleet, including the Red Arrows display team, following an incident last Thursday when a pilot from an RAF training base reported difficulty with the tailplane. A subsequent investigation revealed a problem with one component in the tail control system. As a result BAe advised other users of the jet trainer not to fly Hawk aircraft which have logged more than 600 hours until the exact cause of the problem has been identified.

The company said that it was optimistic that the problem would be resolved quickly. The Hawk is one of BAe's big export success stories, with aircraft being used by the US, Saudi Arabia, the United Arab Emirates, Malaysia, South Korea and Indonesia.

Bernard Gray

TECHNOLOGY

Mystery surrounds Michelin's revolutionary C3M tyre-making unit, writes David Owen

Wheel it out slowly

It is one of the most talked about, but least known, machines in world industry. And some expect it to revolutionise the \$60bn-a-year (\$37bn-a-year) tyre sector's manufacturing and distribution systems in a way resembling the impact of mini-mills on the US steel industry.

The C3M is perhaps the most closely guarded secret, among many closely guarded secrets, at France's Michelin, one of the world's three tyre giants, along with Japan's Bridgestone and Goodyear of the US.

An automated manufacturing unit, in an industry where successful automation has proved elusive, the C3M is said to be able

to switch efficiently between different tyres - a potentially important attribute in a market experiencing increased diversity of demand.

François Michelin, the company's head, has compared its potential industrial impact to that of the float glass process which revolutionised glass making after its introduction by the UK's Pilkington in 1959.

Stephen Reisman, an analyst with Merrill Lynch in London, says the C3M "delivers a very substantial increase in productivity" and "seems to be in advance of the competition".

During a rare visit last week to the company's biggest tyre testing facility at Almeria in southern Spain, Michelin executives were silent on the machine's technology. The group has always designed and assembled its own machinery, believing that it is important to have expertise in all areas that could help it improve the performance of its products.

They were more forthcoming about how C3M could reshape the industry, outlining a vision of a network of small plants serving relatively confined regional markets, in the way that mini-mills largely do in the steel sector. Tyre distributors, they say, might



Tyre making: an industry where successful automation has proved elusive

one day be able to place an order with a local C3M facility and take delivery of the newly manufactured tyres the next morning.

The executives are reluctant to estimate how long this is available for a significant part of the market. They acknowledge too that even after the forthcoming inauguration of the group's third C3M machine, the new technology will produce less than 1 per cent of its world output of passenger car tyres.

Given that experimental work on C3M is said to have started almost 30 years ago, Michelin's rate of progress seems strangely slow. If it is such an outstanding breakthrough, why is introduction

unveiled last September, were up more than 30 per cent at FF3.62bn (\$400m) on turnover of FF3.91bn. Christopher Will, an analyst with Lehman Brothers in London, says: "Michelin has a good profits future. This would be the case even if it scrapped C3M because the industry's fundamentals have become much stronger."

Its recent priority has been to cut its debt/equity ratio, which shot up after the acquisition of Uniroyal Goodrich seven years ago and was still 197 per cent on June 30 1996.

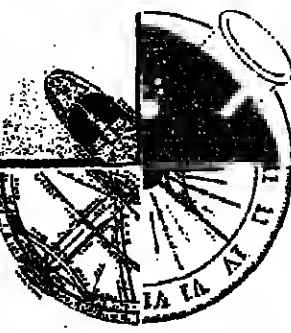
The widespread introduction of C3M would probably entail a substantial cut in the workforce. Reisman observes: "C3M is the tyre industry's equivalent of the neutron bomb in terms of employment". Such cuts would help long-term profitability, but would be highly controversial in France, where unemployment is at a post-war high. Michelin is closely associated with a single local community, the provincial French town of Clermont-Ferrand.

There appears so far to have been insufficient incentive, particularly in Europe, for the company to introduce the new technology rapidly. It claims to have relocated 40 per cent of its European machinery recently to adjust plant configuration. Hardly the actions of a company expecting the machines soon to be replaced.

Analysts suspect, nevertheless, that consumers in at least one part of the world may not be kept waiting much longer before C3M-manufactured tyres are available in relatively large volumes.

They believe North America, where tyre prices are lower and labour markets more flexible, is where the machine will first really make its presence felt. Will says: "I think C3M will arrive in North America with a bang."

Worth Watching - Vanessa Houlder



Memories are made of this

Why do we remember some events, while others slip our minds? New research into how memories leave their mark has been published that could open up new approaches to the treatment of memory loss that accompanies brain injury, stroke, Alzheimer's disease and normal ageing.

Research by scientists at the Federal Institute of Neurobiology in Magdeburg in Germany and the University of Edinburgh in Scotland have found a new insight into the links between learning, memory, protein synthesis and, ultimately, gene expression, according to reports in today's *Nature* magazine.

Memory depends on altering the strength of the synapses, or junctions, between neurons, which is achieved by modifying synaptic proteins. Those modifications - and the memory - become long-lived as a result of a wave of protein synthesis which occurs if the synapses are stimulated repeatedly. The new research has shown that, for lasting memory, the relevant synapse must be "tagged" in a way that allows it to capture the newly-synthesised proteins.

The findings could provide an explanation of why inconsequential events are typically remembered for much longer if they occur around the same time as well-remembered events.

Federal Institute for Neurobiology, Germany, tel 3916263426; fax 3916263426

Good for a little lighter reading

Most people find that reading in bed for long periods of time gives them aching arms and a cricked neck. Howell Design, a

US design company, has tried to make reading more comfortable with a book holder that suspends the book, hands-free, up to 5ft off the floor.

The device, which can be adjusted to the right reading height and angle, can also be used to hold the book in front of a seated reader. The book is strapped by its cover to an easel using Velcro straps; an optical-quality acrylic cover props it open. The Reader's Window costs \$249, before packaging and delivery.

Howell Design: US, tel 8002334468; fax 8002338817

Spark of inspiration

About 60 times a year, the electricity supply is interrupted briefly by storms and other events. These disruptions last less than a second, but they wreak havoc on sensitive equipment and cause companies to lose valuable production time.

Westinghouse of the US has designed a "dynamic voltage restorer" to smooth out dips in the voltage. This uses solid state devices to monitor the incoming supply voltages. If there is a voltage dip, the dynamic voltage restorer uses energy from other "phases" or from capacitors to restore the voltage. Scottish Power is installing a dynamic voltage restorer at a cost of \$1.5m at the plant of the Caledonian Paper Mill, at Irvine in Ayrshire, in what it believes is the first project of its kind in Europe.

Scottish Power: UK, tel 0800 224400; fax (0141) 2487262

Better view of monitors

One of the disadvantages of liquid crystal display monitors, compared with cathode ray tubes, is their restricted viewing angle. Early LCD monitors often had viewing angles as narrow as 35°. Merck, the German manufacturer of LCD products, has just been granted a patent for a new technology that increases the viewing angle to 140° in both the vertical and the horizontal planes.

Merck: Germany, tel 6151720; fax 6151722000

Illuminating insights into quasars

The debate among astrophysicists about the nature of quasars, the most luminous objects in the universe, may be quelled with forthcoming technology.

Until now, astronomers have been hamstrung by equipment that lacked the means to distinguish between a quasar's luminosity in the foreground and that of its host galaxy in the background.

But a solution could be supplied by Nimos, a near-infrared

camera and multi-object spectrometer, which will be installed during a Hubble Space Telescope refurbishment mission due to be launched from NASA's Kennedy Space Centre in Florida on Tuesday. By viewing galactic structures in infrared light, Nimos should provide new details about quasars' host galaxies.

Two astrophysicists, John Bahcall, of Princeton University, and the University of Wales's Mike Disney, lead speculation over these perplexing, very

distant points of light.

Disney believes they may be super-massive black holes which ignite after colliding with another galaxy. Bahcall agrees that this is possible for some quasars, but counters that others appear almost "naked" or without an interacting galaxy or host galaxy to fuel them.

The highly-sensitive apparatus uses technology inspired by heat-seeking "Hell-Fire" anti-tank missiles. Because Nimos will operate outside earth's atmosphere, it

should see a quasar's host galaxy more clearly than ground-based observation can achieve.

A second instrument, the Advanced Camera for Surveys, will be installed on Hubble in 1999 and will use a wide-field lens to look for undiscovered quasars. The camera should be able to counter quasar-glare effectively with a coronagraphic or screening device which will also give it the ability to peer into a host galaxy's nucleus.

Ultimately, however, ground-

based infrared observations may give the best host galaxy-quasar contrast. New generation Adaptive Optics at the Keck Telescope in Hawaii continue to reduce earth's atmospheric distortions.

Using a laser-generated artificial control star to measure the atmospheric distortion, a computer then feeds a deformable (or fully flexible) mirror the correct compensations at a rate of several hundred times a second.

Bruce Dorminey

First Pan-African Investment Summit ♦ PRIVATISATION IN PRACTICE

The Restructuring of State-Owned Enterprises into the Next Millennium

♦ 16-19 March 1997 ♦ Johannesburg, South Africa

The Concept

Following the wave of successful privatisation in Western European economies in the last 10 years, developing countries are now thrusting ahead with privatisation programmes. According to the World Bank, more than US\$96bn in revenues have been derived from privatisation in poorer countries. What is Africa's share of this growing phenomenon and what lessons can be learnt from the African experience?

The Investment Summit, entitled "Privatisation in Practice - The Restructuring of State-Owned Enterprises in Africa into the Next Millennium" is the first ever attempt to discuss and debate the vital subject of privatisation at a high-level Pan-African forum from a hands-on perspective.

Sponsorship

The Summit is co-sponsored by CNN International, Goldcity Communications, Business Report, TRW (USA) and supported by the International Finance Corporation of the World Bank. It will be attended by Heads of Government, Finance, Privatisation and Industry Ministers from most African countries. It has the support of the African Privatisation Network (APN). More than 25 countries including Kenya, Nigeria, Ivory Coast, Ghana and Uganda have already indicated their participation at ministerial level. Other supporters of the Summit and confirmed participants include: The African Development Bank, The African Import/Export Bank, Price Waterhouse USA and Pangea Partners USA.

The Audience

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 - CEOs and Financial Directors of Major Public/Private Corporations
 - Banking & Finance Analysts, Consultants & Advisors
 - Fund & Investment Managers
 - International & Intra-African Companies
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 - Future Directions
 - Immigration Policy
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 - Mr Ian Christie, Oliver Campbell White Private Sector Finance Unit, The World Bank
 - Mr David Goldberg, Special Legal Consultant
 - Mr David Donaldson, Policy Analyst International Finance Corporation, USA
 - Mr Gavin Fennel, Deloitte & Touche Group
 - Mr Edward Boateng, CNN International
 - Mr Shola Taylor, (INMARSAT), UK
 - Mr James E. Shapiro, New York Stock Exchange
 - Mr Jeffrey L. Schwartz, Price Waterhouse, USA
 - Dr Ken Kwaku, MIGA, The World Bank Group
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The fee for the Summit is the UK £750 and includes all documentation, lunches, receptions and dinners. Further information and booking form:

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ARTS

Cinema/Nigel Andrews

Fire above, furbelow

RIDICULE
Patrice LeconteWHITE MAN'S
BURDEN
Desmond NakanoFLY AWAY HOME
Carroll BallardTHE PROPRIETOR
Ismail Merchant

For its opening night the Cannes Film Festival likes to match pomp with pomp. Costume movies stiff with genteel opulence serve as looking glass to an audience dressed in everything that Armani, Givenchy and company can hurl together.

Picture then that audience's emotions during the first scene of last year's opener, Patrice Leconte's *Ridicule*. The film is promisingly set in the court of Louis XVI, but before five minutes are up we watch a man take out his organ and urinate at graphic leisure on a paralysed nobleman.

Cannes survived and so can we. *Ridicule* begins viciously and stays vicious. But on the way there is enough to please the glad rag fanciers as well as those who want their minds set alight. Fire above, furbelow; and Remi Waterhouse's superbly finished script gives us a sort of Voltairean *Mr Smith Goes To Washington*.

A young idealist (Charles Berling) who comes to court to plead for a drainage scheme for his diseased swamp of a village must bend to every *belle époque* rule. These include falling into bed with the court seductress (a splendid Fanny Ardant), appeasing the arrogant toffs (Jean Rochefort, corrupt Abbé Bernard Giraudeau) and displaying wit in a society that requires verbal dexterity like a passport.

Monty Python once gave us a sketch about the high-stress com-

petitiveness of London salon society. ("I wish I had said that: 'You will, Oscar, you will'.") In *Ridicule* everyone dismisses British wit, or "biouma" as they pronounce it with *faux* bewilderment. The French style is more cerebral, more referential, more oblique, and designed to kill. Careers tumble before our eyes as a witticism falls short or goes too far. "I can also *disprove* the existence of God!" exclaims the Abbé jocosely, after triumphantly proving it before the King. Everyone's face grows suddenly long as the Abbé's career grows suddenly short.

Leconte, who made *Monsieur Hire* and *The Hairdresser's Husband*, has a surreal, guerrilla grace as a filmmaker. The period details are cliché-free and boudier: a noblewoman's naked body blown with powder by her maidservants (few people took baths in 18th-century Versailles); the Jules Verne-ish diving-suit cobbled up by the hero's marine scientist girlfriend; the philanthropist parading his deaf-mute protégés before a giggling court uncertain if it is being frisked for charity or thrilled with a freak show.

Justice is finally done to and by our hero, but only after he has passed through injustice and indeed embraced it. *Ridicule* is a film about ends and means. To buy anything valuable in this world you may have to sell yourself en route. And 18th-century Versailles, propose Leconte and Waterhouse, was one of history's great social-historical shop windows: a place where self-interest was so overreached that it only drew attention to its lurking nakedness, and where the perfumed powder of toiletry gave inevitable way to the more cleansing powder of the Revolution.

White Man's Burden is another social fable doodling thoughts on justice and humanity. But writer-director Desmond Nakano is no Patrice Leconte. The gimmick here is role reversal: what if an apartheid society existed where blacks held sway over whites? What if unjustly dismissed worker



Cerebral wit, designed to kill: Bernard Giraudeau and Fanny Ardant in Patrice Leconte's 'Ridicule'

John Travolta, wearing a frightful shade of carrot hair, kidnapped millionaire boss Harry Belafonte, wearing the perplexity of an actor who has not been on screen for two decades? (This film was made before Aitman's *Kansas City*.)

All that factory hand Travolta did was cast an accidental eye on Mrs B, glimpsed *en déshabille* through a window, while he delivered a package to B's mansion. Now he is cast out on the streets, where vengeance is his only food. That and the plate of ketchup'd chips whose gourmet possibilities, in the film's only funny, half-humorous scene, are discussed in minute detail by captive and captor. It is as if a page from a Tarantino script has accidentally dropped into Nakano's ponderous problem opera.

Where Belafonte struggles to give life to his walking cut-out, Travolta actually succeeds in bringing anger, anxiety and a plausible underclass accent (white trash crossed with Afro-American) to his hick from the townships. But where are these town-

ships? Are we in America or Africa? Are we in South Central L.A. or some new Soweto? Where is the detail, where is the folk culture, where is the street slang of this new imagined race war? Even a "universal" fable must have some particularity.

Fly Away Home might have had us all flying to our anti-schmaltz pills. The spirit of Disney hovers close to this tale of a Canadian girl in a light aircraft who leads an orphaned brood of wild geese - almost criminally cute as they grow from chicks to fledglings - to a migrating ground in North Carolina.

She is helped and followed by her inventor-aviator father, played by Jeff Daniels in so much hair and beard that we are amazed he can see a goose in front of his face. But we are amazed at much here: mainly at the achievement of Carroll Ballard and Caleb Deschanel, the director/cameraman team of *The Black Stallion*, in heating off low-flying whimsiness so that their

landing strip is clear for comedy, humanity and even enchantment.

Impudent plot flourishes like the aerial gauntlet run by girl and father through a city's skyscrapers - Baltimore suddenly rears out at them through the fog - co-exist with an unsentimental account of re-bonding between Dad and daughter, who has spent childhood years in New Zealand. Anna Paquin, *The Piano*'s Oscar-winner, mixes rapture with Alice-like rationality as the heroine. And even the folkically unchallenged Daniels allows two sharp blue eyes and a series of floppy grins to hack their way through the hirsuteness. A treat.

Jeanne Moreau suffers long and nobly in *The Proprietor*. Producer-turned-director Ismail Merchant, best known to oow as the right hand of James Ivory, casts the French *déesse* as a famous writer re-seeking her Paris roots after too many years in America.

Question one: how can one have too many years in America? All human life is there. Question two: did Moreau have casting control?

bope never to see performances more arch than those by Christopher Cazenove as Moreau's former husband - every emotion semaphored across the footlights - and Sean Young as a vulgar, dim-witted Hollywood actress (no comment).

But then with this script by Jean-Marie Besset and George Trow, who would not flounder? As a last desperate recourse, amid the stilled snobberies, sentimentae and anti-Hollywood "satire", Merchant features a brief musical number sung *en plein air* by two leading characters. An hour earlier it might have saved things. At this stage it reminds us of the taste and timing of another famous musical opportunist, the Emperor Nero.

There is always the National Film Theatre's Howard Hawks season. The director's most cracking comedy *My Girl Friday*, with Cary Grant and Rosalind Russell reinvigorating the artwork formerly known as *The Front Page*, is there in a restored print. Hasten while you may.

Concert
At home with romantics

The Philharmonia is getting itself properly sorted out. Having settled

Christoph von Dohnányi as its principal conductor, it has now announced Leonard Slatkin as its principal guest conductor with effect from the 1997/8 season.

Both appointments put the seal on arrangements which were effectively in existence already. Slatkin, who made his name as the long-standing music director of the Saint Louis Symphony, has worked for some years with the Philharmonia as his regular port of call when he has been in London. So, the cachet for the orchestra now comes in having a couple of respected names at the top of its headed notepaper.

In musical terms, the two conductors are reasonably complementary. Dohnányi specialises in the more intellectual German composers, showing his best form recently in the concert performance of Schoenberg's *Moses und Aron*; Slatkin is more at home with the romantics and has an affinity for English and American music. If they want to argue over the Richard Strauss, the Philharmonia can probably offer enough to keep them both happy.

Tuesday's concert at the Royal Festival Hall was Slatkin's first in London since his appointment was made public. To start, there was a slip of a novelty in Glinka's *Kamarinskaya*, a light scherzo with variations. A little-known piece like this can be an unexpected surprise for the audience, and it clearly was for the orchestra, too. The Philharmonia violins were several rehearsals away from getting their bows round it neatly.

After that, Christian Tetzlaff was the soloist in Mendelssohn's Violin Concerto. The main virtue of his performance was that he never tried to make more of the music than it asks for. Tetzlaff's variety of tone was limited, but he played with bright concentration; the orchestra accompanied him without heaviness, though Slatkin has a knack of finding a four-square phrase in early romantic music, if there is one. The main work - a Slatkin favourite - was Elgar's Second Symphony. It was strange to hear this symphony again after memories of John Eliot Gardiner's very different performance with the same orchestra, not least because the American Slatkin feels Elgar's music in a more traditional way than the English Gardiner. I have to say that I found Gardiner's excessively tall Elgar 2 hugely involving, but Slatkin was certainly nearer what the composer intended in this mature and confident showing. The orchestra also played well for him. One sensed they had not enjoyed the experience of Elgar with Gardiner much.

Richard Fairman

Mitridate in no-man's land

Andrew Clark reviews a Mozart mini-festival in Salzburg

There is a lot going on in Salzburg this year, and the British have grabbed a good slice of the action. The summer festival promises Sam Mendes's new National Theatre production of *Othello*, a Peter Greenaway extravaganza, a Mark-Anthony Turnage evening, a Philharmonia Orchestra residency and Britten's *War Requiem*. The main focus of the Easter festival is Bryn Terfel's debut as Wozzeck. And the Mozartwoche (Mozart week), a mini-festival to brighten up the depths of winter, has been dominated by British period specialists.

A decade ago, when Salzburg's taste was defined by Herbert von Karajan, none of this would have been possible. The fact that such a bastion of middle Europe should open itself to Anglo-Saxon culture represents a significant shift in its outlook. Gerard Mortier has been a key agent of change - but his influence is limited to the summer festival. What cannot be denied is that some of the most dynamic voices in the performing arts today come from the English-speaking world, and Salzburg has finally got the message.

This is especially true in the field of historically aware performance. Roger Norrington, John

Elliot Gardiner and Christopher Hogwood all had their say during the Mozartwoche - Norrington at a new production of *Mitridate* at the Kleines Festspielhaus, Gardiner in a Mozart and Schubert concert with the Vienna Philharmonic, and Hogwood with the Academy of Ancient Music. Here is more than a touch of irony: Salzburg importing musicians from the UK to play "authentically" the works of its most famous son.

Given that Salzburg is hardly deprived of Mozart for the rest of the year, a whole week of his music could seem like too much icing on the cake. In practice, it does not work out so. The snow-covered scenery is spectacular, and there are none of the Easter and summer festival tourist hordes; but the musical standard is just as high.

If that were not the case, an out-of-season Mozart festival would be little more than a marketing tool to fill empty hotels and theatres. It is more than that:

the Mozartwoche has turned itself into a lexicon of performance styles. The well-cushioned Vienna Philharmonic is still the biggest crowd-puller, but the real connoisseurs flock to the period instrument ensembles. And Mozart's *Missa solemnis* at Sunday mass in Salzburg Cathedral has an authenticity of its own.

This year, the most intriguing sounds came from Robert Levin's performances of two piano concertos, the B flat K450 and Coronation K537, on a Hammerclavier which the composer is said to have used as a child. Strictly speaking this was not authentic Mozart: by the 1780s, when he composed these two works in Vienna, he was accustomed to a larger, more developed keyboard instrument. So it was hardly surprising the solo part should sound miniaturised, even in the friendly acoustic of the Mozarteum.

But Levin's performance last Sunday quickly outweighed such

considerations. He explored a far wider range of dynamic nuance than you would have thought possible on such an instrument; his phrasing was flexible but never indulgent; and for all his clever-jack platform manner, he proved himself an intuitive musician, eager for playful dialogue with those around him. How often do we encounter such spontaneous, intimate music-making in this repertoire?

Hogwood's accompaniments were less convincing. Like Raymond Leppard, Hogwood has never been able to shake off the mantle of the harsichordist-scholar who aspires to be a conductor. Perhaps his real strength lies in the baroque repertoire. In these Mozart performances, and in a prosaic account of Haydn's symphony in F major (1801-1809), Hogwood never really persuaded us he was necessary, which, of course, a conductor wasn't in Mozart's day.

Norrington acknowledged the point in his programme note for

Mitridate - but he could afford to, because this was a production in which the conductor made all the difference. Salzburg has traditionally overlooked Mozart's adolescent output; Norrington has put it back on the agenda. *Mitridate* may not be Mozart's most profound music, but it is still unbelievably mature for a 14-year old. By bringing a *com moto* emphasis to his tempi, fast and slow, Norrington tapped the music's zest and brio, and the modern-instrument Camerata Academica sounded transformed.

Sadly, the orchestral performance did not meet its match in the stage production, which found Norrington's old Kent Opera partner, Jonathan Miller, floundering in a sea of half-realised ideas. Peter Davison's decor was a loose juxtaposition of brick facade, pre-fab panelling and blue sea-sky - apparently intended as a metaphor for the cold walls of power over which love triumphs. Like Frida Parmeggiani's costumes - black oriental hair and coats for

the men, panned frocks for the women - the result was neither of our time nor sensitive to 18th-century styles and manners.

Worst of all, Miller left his singers in a dramatic no-man's land. This and other recent productions suggest he has become little more than a *metteur en scène*, content to decide a framework of interpretation (sometimes inspired, frequently not) and leave the singers to fill in the detail. Where the cast is experienced, or there is a good revival director, it works; otherwise, as in *Mitridate*, the acting is casual and ill-coordinated.

Only two singers had a clear-cut profile in *Mitridate*. Vessellina Kasarova devised an intelligent vocabulary of gesture to establish the scheming personality of Farnace, using her rich mezzo timbres to brilliantly expressive effect; her artistry and confidence have developed out of all recognition since I last heard her two years ago. Bruce Ford, Covent Garden's *Mitridate* in 1991, made light of the part's ferocious vocal demands, and cast a subdued but dignified figure. The others sang the notes efficiently enough, but conveyed little palpable feeling. The production needs extensive re-working if it is to pass muster at this summer's festival.

INTERNATIONAL
ARTS
GUIDE

AMSTERDAM

EXHIBITION
Joods Historisch Museum Tel: 01-20-626945
● Joden in Berlijn: this exhibition of works from the collections of the Jewish Museum and the City Museum in Berlin focuses on the history of the Jewish community in Berlin. Among the highlights of the exhibition is a portrait of Minister of Foreign Affairs Walther Rathenau by Edvard Munch; to Apr 1

ANTWERP

CONCERT
JaSingel Tel: 32-3-2483800
● Champ d'Action: with conductor Celso Antunes perform works by Xenakis, Goeyvaerts and Brouwer; 8pm; Feb 7

BERLIN

CONCERT
Conzerthaus Tel: 49-30-203090
● Claudia Barainsky and Martin Ahlenböck the soprano and

flutist perform works by Beethoven, Mozart and Bach; 7.30pm; Feb 8

OPERA

Staatsoper Unter den Linden Tel: 49-30-20354438
● Tancredi; by Rossini. Conducted by Fabio Luisi, performed by the Staatsoper Unter den Linden. Soloists include Jeffrey Francis, Gloria Scalchi and Kwangchul Youn; 4pm; Feb 9

BONN

EXHIBITION
Kunst- und Ausstellungshalle der Bundesrepublik Deutschland Tel: 49-228-9171200
● Die Grossen Sammlungen V: Museo Nazionale di Capodimonte, Naples: exhibition featuring about 130 paintings from the collection of the Museo Nazionale di Capodimonte in Naples. Included are works by Andrea Mantegna, Raphael, Titian, El Greco, Pontormo, Lorenzo Lotto, Correggio and Annibale Carracci; to Mar 2

HELSINKI

OPERA
Opera House Tel: 358-9-403021
● La Traviata; by Verdi. Conducted by Olo Kallu, performed by the Finnish National Opera. Soloists include Ritva-Liisa Korhonen, Ari Grönthal and Raimo Laukka; 7pm; Feb 8

INDIANAPOLIS

EXHIBITION
Indianapolis Museum of Art Tel:

1-317-923-1331

● In the American Grain: exhibition exploring American modernism, featuring 78 paintings, watercolours and photographs by photographer and gallery owner Alfred Stieglitz and members of his circle: Arthur Dove, Marsden Hartley, John Marin and Georgia O'Keeffe; from Feb 9 to Apr 27

LONDON

EXHIBITION
Bonhams Tel: 44-171-3833900
● 20th Century Design: sale featuring a significant collection of 1930s modernism by the Finnish designer Alvar Aalto and Italian works by Fornasetti, Stagi and Pesce; 2pm; Feb 8

DANCE

Royal Opera House - Covent Garden Tel: 44-171-2129234
● The Sleeping Beauty: a choreography by Marius Petipa to music by Tchaikovsky, performed by the Royal Ballet. Soloists include Miyako Yoshida and Irek Mukhamedov; 7.30pm; Feb 7

EXHIBITION

Victoria & Albert Museum Tel: 44-171-9388500
● In Pursuit of Old Masters: at the end of 1994 the Victoria & Albert Museum received more than 300 Arundel Society watercolours in a transfer from the National Gallery. The society, an antiquarian and educational association, was founded in 1848 with a view to improving public artistic education through the

copying and publishing of examples of Italian art before Raphael. This display follows the history of the society and includes prints in line, colour and wood engraving; to Mar 30

MADRID

EXHIBITION
Museo Nacional Centro de Arte Reina Sofia Tel: 34-1-4875082
● Vija Celmins: exhibition featuring paintings and drawings by the Latvian-born painter whose work began in the 1980s with a series of images of household objects painted with absolute objectivity. Also on display is a rare sculptural work, made up of copies of a set of stones collected from the New Mexican desert. The exhibition was previously shown at the Institute of Contemporary Arts in London; to Mar 23

NEW YORK

EXHIBITION
MOMA - Museum of Modern Art, New York Tel: 1-212-708-9400
● Rainer Werner Fassbinder: retrospective exhibition devoted to German film maker Rainer Werner Fassbinder, one of the main representatives of the New German Cinema. Fassbinder died at the age of 37 in 1982, having completed 44 films. This retrospective is the first complete exhibition of Fassbinder's films in the US and includes many new prints; to Mar 31
The Metropolitan Museum of Art Tel: 1-212-879-5500

● Some Women: an exhibition of portrait busts of eight women, in bronze and marble, by Rodin, Lehmbruck, Brancusi, Giacometti and others; to Apr 6

PARIS

CONCERT
Théâtre des Champs-Élysées Tel: 33-1 49 52 50 50
● François-René Duchâble and Jean-Claude Pennerier: the pianists perform works by Schubert; 11am; Feb 9

EXHIBITION

Musée d'Orsay Tel: 33-1 40 49 48 14
● Le paysage américain: photographie (1861-1890): photography exhibition documenting both the early years of the art and the adventures of American explorers, captured in wild landscapes such as Niagara Falls; to Mar 2

VENICE

EXHIBITION
Collezione Peggy Guggenheim Tel: 39-41-5206288
● Picasso: L'Atelier: exhibition focusing on Picasso's painting "L'Atelier" (1928) from the Peggy Guggenheim Collection. It is the only painting that Picasso repurchased in order to continue work on it. Also included in the exhibition is the painting of the same date and title from the collection of the Museum of Modern Art, New York, the painting "Le Peintre et son Modèle" (1926) and five drawings from the collection of the Musée

Picasso; to Mar 31

VIENNA

EXHIBITION
Kunstforum der Bank Austria Tel: 43-1-5320644
● Art of the Mentality II: exhibition focusing on 20th century art created by the mentality ill through 200 paintings, graphics and sculptures. The exhibits include works by Paul Klee, Max Ernst, Wölfl and Dubuffet; to Feb 23

OPERA

Wiener Staatsoper Tel: 43-1-514442960
● Il Barbiere di Siviglia: by Rossini. Conducted by Halász and performed by the Wiener Staatsoper. Soloists include Brunner, Vance, Lopera and Sramek; 6pm; Feb 9

WASHINGTON

EXHIBITION
National Portrait Gallery Tel: 1-202-357-1915
● Red, Hot & Blue: The All-American Musical: exhibition on the history of the American musical and the personalities who gave it life. Highlights include a set model from the 1994 revival of "Show Boat" and posters from "Carousel" and "Oklahoma!"; to Feb 9

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10.00 European Money Wheel

18.00 Financial Times Business Tonight

COMMENT & ANALYSIS



Peter Martin

Written in the tea leaves

If a British tea-shop chain could invent a computer 50 years ago, then surely Europe's companies can narrow the gap with their US rivals

If you go to Planet Hollywood, the theme restaurant on the edge of London's Leicester Square, pause for a moment to think of the building's curious links with the world's first commercial computer.

Planet Hollywood occupies the shell of what was once a Lyons Corner House, the upmarket end of the defunct chain of hundreds of tea shops and cafés all over Britain.

And exactly 50 years ago, Lyons started constructing the world's first commercial computer to handle the accounting chores of its whole business - including the Leicester Square Corner House. So reliable was the Leo computers that Lyons was able to sell them to other companies; a history of Leo describes one still in use as recently as 1980.

The Corner House is long gone, replaced by a shrine to American popular culture. The Leo is long gone too, replaced almost everywhere by the products of the US computer industry.

That is, perhaps, worth a moment's nostalgia. More serious, though, are the crocodile tears now being shed by the high priests of American computing. The latest example of *Schadenfreude* comes from Mr Andy Grove, boss of chipmaker Intel, who says that an "unenthusiastic approach" to the use of computers puts European companies 10 years behind American rivals.

Similar noises have come from International Business Machines and from Digital. All three companies are partly seeking to stimulate demand for their own products, which in Europe has lagged behind the levels seen elsewhere. Weak business confidence, a result of the recession in continental Europe, has held down levels of investment - and computers have suffered along with factories and other capital equipment.

Yet Mr Grove and his colleagues are undoubtedly touching a nerve among European businesses. If they are to be believed, few European companies today are likely to emulate Lyons' 50-year-old leap into the computing future.

Lyons built its own computers (with metal cases from Mulliner Park Ward, the Rolls-Royce coach-builder, and consoles from Camper & Nicholson, the yacht yard). No one would suggest such a course today. If Europe's computer industry is largely defunct, that is something we have learnt to live with.

Mr Grove is saying something far more serious: that European companies are buying computers so much more grudgingly than their American and Asian rivals that they risk slipping even further behind in the struggle for global competitiveness.

How seriously should we take this fear? The argument is that by failing to link themselves up to e-mail systems and intranets - two developments that are powering US demand for computers - European companies are condemning themselves to the age of the

carrier pigeon and the first class stamp. "These applications let you react in minutes and hours instead of days," says Mr Grove. "In that sense, Europe is way behind."

Well, maybe. If Europeans prefer to rely on their (speedy and efficient) postal services, along with fax machines, to conduct their business, is that such a big deal?

How truly efficient is it for the chairman of Microsoft, Mr Bill Gates, to be tied to his e-mail to such an extent that he confesses to breathing a sigh of relief when he has caught up with each day's inflow, and usually has to log on from home late in the evening to complete the task?

So perhaps this is one of those fads which are the office equivalent of "positional goods", described by the economist Fred Hirsch. Like a graduate degree or a seafront property, the value of such goods partly depends on the extent to which others do not have access to them. If I stand on tip-toe at a football match, I can see better than my neighbours. If everyone stands on tip-toe no one sees better and everyone is

uncomfortable, yet none of us can relax if we wish to see the game.

Similarly, if I can send e-mail to anyone I choose, that is a clear gain in convenience and (arguably) in efficiency. If really important news gets to me quicker, I am also better off. Yet if everyone sends me e-mail all the time, then reading and reacting to it merely adds another chore to my daily list.

There is a deeper sense, however, in which the American doomsayers may be sending Europe a useful warning. If European companies choose not to submerge themselves in a flood of e-mail, that is a defensive choice of business style. Where European businesses do place themselves at risk, however, is if they miss out on the opportunities for profound corporate change that the electronic communications revolution offers.

Cheap, high-bandwidth communications, often using Internet protocols, create the possibility of entirely new business models, transforming established industries. Some European companies are already taking advantage of this revolution.

Direct telephone banks and insurance companies in Germany, Britain and France rely on lavish computing power. Switzerland's stock exchange offers instant on-screen price dissemination, trading, settlement and clearance, at a click of the mouse. Britain's WPP has bought stakes in some of the most interesting new American business pioneers, such as Peapod, an electronic grocery store and delivery service.

All these are praiseworthy innovations. Yet few European companies have committed themselves as fully to the electronic commerce revolution as General Electric of the US, which is developing seamless intranet links between suppliers,

customers and internal departments.

European experiments tend to be just that - experiments. Corporate intranets that provide office phone directories, benefits bulletin boards, and product catalogues. Electronic information channels hedged around with restrictions on who can read what. E-mail negotiations that stop short on the threshold of a transaction, leaving that to be handled by more conventional means.

It is this gap between the potential of the communications revolution and its actual implementation in Europe that is the worrying aspect of Mr Grove's warning. As European managers struggle with weak continental demand, the competitive threat from Asia and the US, it is easy for them to back away from the open-ended challenge of building new communications-based architectures for their companies.

Yet without some such attempt, European businesses risk weathering today's challenges only to fall victim to tomorrow's. The risk - and the opportunity - is not unlike that faced half a century ago by the board of J. Lyons. Then as now, the costs of committing to the new era were relatively low: £140 for an oscilloscope, £14 for benches and stools, £15 for small tools.

Today's intranet technologies are similarly cheap, largely building on existing hardware. The challenge now, as then, is to take a leap into the unknown. Mr Grove clearly thinks today's European business leaders do not have the imagination and courage displayed by a bunch of tea-shop managers 50 years ago. It is up to them to prove him wrong.

*Leo: The First Business Computer, by Peter J. Bard, Haster Publishing, £15.95, 272pp

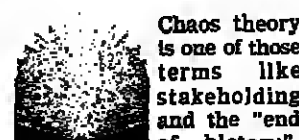


BOOK REVIEW Philip Coggan

THE EDGE OF CHAOS

Financial Booms, Bubbles, Crashes and Chaos
By Bernice Cohen, John Wiley, 392pp, £19.99

On butterflies and hurricanes



Chaos theory is one of those terms like stakeholding and the "end of history".

Readers nod sagely when they see it on the features page of their newspaper but while they have a vague idea of what it is about, few know precisely what it means.

The prominence of chaos theory in *Jurassic Park*, Steven Spielberg's dinosaur epic, means most people will be aware of the term. They may also have heard the oft-cited illustration of chaos theory in action - that the flapping of a butterfly's wings might lead, eventually, to a hurricane.

The mathematics underlying chaos theory may be extremely complex, but its two basic tenets can be understood by people who cannot tell an algorithm from Al Gore. The first is that behaviour which appears unpredictable, indeed chaotic, is in fact governed by simple rules. The second is that small changes in the initial conditions of complex systems (the butterfly effect) can have enormous consequences.

It is only natural that some have sought to use chaos theory to explain events in financial markets. There is a certain plausibility about the linkage: financial markets are complex systems, their behaviour is often extremely difficult to explain in conventional terms and they occasionally lurch to extremes in the form of bubbles and crashes.

Mr Bernice Cohen's book has two main elements. One is an account of financial disasters: John Law's Mississippi scheme in France; the South Sea bubble in Britain; the Wall Street crash of 1929; and the global stockmarket crash of 1987.

The second explains chaos

theory, suggests why it might be useful in explaining movements in financial markets, and attempts to fit the above financial catastrophes into a chaos model.

It is always worth reading about the 18th century financial bubbles because they contain all the ingredients of modern money scandals - in particular, greed and gullibility. The delight is in the detail. Many might not realise that Sir Isaac Newton lost a good deal of money in the South Sea bubble or that Guy's hospital in London was founded with the profits of one investor who took his money out in time.

Relating these incidents to chaos theory is more problematic. Mrs Cohen makes a valiant attempt, but it is hard to see how using chaos theory makes the events more understandable than the commonsense explanation: that easy-money policies eventually find their way into the prices of financial assets, that such policies are unsustainable and accordingly, when credit is tightened, financial asset prices will fall sharply.

Even if one were to accept chaos theory as the underlying principle that moves markets, it is difficult to see how the investor could make much use of the knowledge. A recent book on the latest market modelling techniques found: "Most interviewees simply feel that the theory is conceptually too complex to find much application in finance today."

There is also a difference between using chaos theory as a way of understanding the weather and using it for the markets, where human behaviour plays the dominant role. Suppose someone did come up with the perfect chaos theory model that could predict market movements. The very existence of such a model would change

investor behaviour and alter the nature of the markets, thereby making the model's predictions less likely to come true.

A certain amount of chaos seems to have crept into the editing of this book. A financial work ought to be able to spell the name of Paul Volcker, former chairman of the Federal Reserve, it should not state on one page that Black (or White) Wednesday was on September 15, and on another September 16. Someone should surely have checked that Ben Bradlee, not Bradless, edited the Washington Post and that the UK Conservatives won their fourth, not third, term of office in 1992.

A good editor could also have shortened the book considerably. Mrs Cohen does not so much labour a point as bludgeon it to death.

Assertions are often repeated twice on the same page and her love of metaphor, while an understandable approach to jazzing up an arcane subject, resembles an addiction. "To thoroughly understand chaos, we have to grasp its medusa-like tentacles and wrestle with some of its mind-bending notions... For as we know, the financial world is a hornet's nest of sudden surprises. Expect the unexpected and you may still be wrong-footed by the turn events do take. Economic happenings are a minefield of false starts and of U-turns."

The effect is to stupefy the reader into exhaustion, making him wish not for a hurricane, but for the reviving breeze of a butterfly's wings.

The Edge of Chaos is available from the FT Bookshop by ringing Freecall 0800 800 635 (UK) or +44 181 324 5511 (outside the UK). Free p&p in UK

Pfizer forum

Responding to Risks

BY HENRY MILLER, M.D.

To non-scientists, the potential risks of new technologies sometimes seem to outweigh their benefits. A US expert on risk and former federal regulator argues that consumers can learn to judge the merits of these technologies by asking the right questions and remaining sceptical of emotional claims.

People are often wary, even fearful, of new technologies. Some apprehension about new gadgets or other products is simply fear of the unknown, and can easily be overcome with a little experience. But the emotional dimension of public concerns about technology's potential risk and threats to themselves or the environment is less readily addressed. This factor can have a profound impact on consumers' acceptance of new technologies, as well as on public policies affecting technology.

The new biotechnology is a case in point. As governments make decisions about consumer products, fear and intimidation from several possible sources may distort the accurate assessment of risks, benefits and possible alternatives.

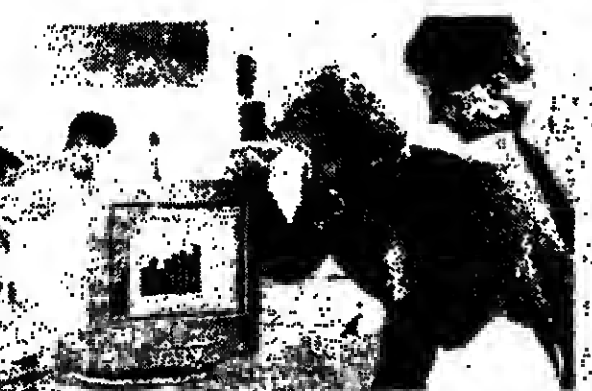
This can lead to decisions that are harmful from both an economic and humanitarian perspective. Understanding the emotional dimensions can help opinion leaders and the public at large to make more clear-headed decisions and remain free from cynical manipulation. Several factors can cloud thinking about risks. Two in particular are worth noting here:

1) Uncertainty and ambiguity. Studies of risk perception have shown that people tend to overestimate risks that are unfamiliar, hard to understand, invisible, involuntary or potentially catastrophic. Thus, invisible "threats" such as electromagnetic radiation or trace amounts of pesticides in food can inspire uncertainty and fear.

Contributing to these responses may be poor scientific literacy in general and unfamiliarity with the statistical aspects of risk in particular.

In the case of the new biotechnology, several factors are at work. First, there is sparse knowledge of the long, safe history of "conventional biotechnology" or "genetic

engineering" to produce vaccines, enzymes, and antibiotics, as well as virtually all of our domesticated crops. In fact, unless you restrict your diet to wild berries, game, fish, and shellfish, it is almost impossible to get through a day without eating food that has been improved by the application of biotechnology.



Moreover, many fail to take into account the concept of alternative risks. For example, while there are theoretical risks of using bio-control agents to eliminate plant pests, there are real risks in not using them... namely the need to rely on chemical pesticides or to endure vast losses of crops.

2) Information overload. At best, non-experts are likely to understand only a limited number of aspects of a risk analysis problem, and to become easily overwhelmed with data. Information overload of the public is a strategy often used, in fact, by those who would disparage or elicit fear about new technology.

Anti-biotechnology activists may deluge the public with irrelevant, inaccurate, or (just as harmful) partly true information that leaves the non-expert bewildered.

Overabundant information, especially when it involves emotion-laden and lurid scenarios, has another drawback. It may encourage some people who are interested in the subject to focus on unusual and dramatic aspects of the problem instead of on representative, valid data and statistics.

There are several ways in which non-experts can cope with the barrage of information and misinformation on new technologies. One way is to be sceptical of language that is inflammatory but vague. For example, when opponents of food

biotechnology ask "do you want fish genes in your vegetables?", consumers would do well to ask, critically, what changes to the food - if any - these genes cause. Do they confer an advantage in taste, nutrition, or safety? Are the genes and their products already in the food supply and commonly (and safely) consumed, or are they really new?

Consumers should try to ascertain what scientists really know about an issue, in order to distinguish genuine health or environmental concerns from scare tactics. They should become active when safety issues are discussed and debated, so that the platform is not left to those who espouse extreme views.

A further step consumers should take is to exercise their right to have and to choose among new products in the market-place, subject to rational and sensible government regulation that eschews condescension and misinformation.

In the end, while fears of the new technologies and the risks associated with them may be inevitable, they can and should be tempered with knowledge. Recall Sherlock Holmes' admonition in *Scandal in Bohemia* that "it is a capital mistake to theorise before one has data."

Dr Miller, a Senior Research Fellow at the Hoover Institution and a consulting professor at Stanford University's Institute for International Studies, was an official at the US FDA from 1979-94. His second book, "Policy Controversy in Biotechnology: An Insider's View" has been published by RG Landes Co. (Austria, Vienna, USA), 1997.

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LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HL

We are keen to encourage letters from readers around the world. Letters may be faxed to +44 171-873 3958 (please set fax to "fax"), e-mail: letters.editor@ft.com. Published letters are also available on the FT web site: <http://www.ft.com>. Translation may be available for letters written in the main international languages.

Japanese share fears over future

From Mr Jonathan Norbury.

Sir, John Plender's extract on the insecurity of individuals in wealthy developed countries gives the impression that this is a predominantly English-speaking phenomenon. I would suggest that the preoccupations of Japanese individuals are little different; fear of unemployment and the end of lifetime employment, concerns over the funding of state and corporate pension schemes, and mistrust about the

behaviour of politicians and public employees.

A four-year recession and a weak economic recovery have led the individual to question the benefits of stakeholder Japan as the true extent of corporate abuse is revealed through bad debts and dubious lending. The irony is that those companies that have been exposed to the global, capitalist market places - such as electronics and automobile manufacturers - are the ones

best equipped to cope with change.

Public exhortations about the need for change via deregulation and the introduction of greater competition are seen as a necessary evil with few immediate benefits for overall employment.

Jonathan Norbury, #202 Ishikawa House, 2, Kokubancho, Chiyoda-ku, Tokyo 102, Japan

Far better to spread the risk

From Mr Ernest J. Fenton.

Sir, I would like to take up the issues raised by Lex on February 1 ("Share ownership"). Lex is right in considering the government's moves to bolster wider share ownership are good to the extent they align employees' and shareholders' interests. But is this really the best way to create a shareholding democracy? Those employees with only small amounts to save may not at all be well served by being encouraged to compound the risk of losing their job and their savings if the employing company runs into trouble! As Lex points out, equity investment should only be considered if you can spread risk by creating a portfolio of, say, 30 holdings. This can be achieved by buying investment trusts. Being quoted companies, they genuinely achieve wider share ownership and, by having properly diversified portfolios, they also spread risk.

Most investment trusts can be bought through low cost savings schemes, putting a portfolio within the reach of those with as little as £20 a month to invest.

Ernest J. Fenton, director general, Association of Investment Trust Companies, 8-18 Chiswell Street, London EC1Y 4YX, UK

Danger in ringing these costly numbers

From Mr Frits van Kempen.

Sir, May I suggest that anyone who is tempted to part with £1m for the 07000 MILLENNIUM and 0321 MILLENNIUM telephone numbers ("Golden numbers ring up a fortune", February 3) considers the following first:

● What percentage of the population can actually spell

millennium correctly, given the difficulty some people have spelling the word potato?

● What percentage of the population is willing to dial a 15-digit telephone number?

● What percentage of the population will have returned to use a telephone with a keypad that features letters as well as numbers

between now and December 31 2000?

● What to do with these "golden numbers" between January 1 2001 and the commencement of the third millennium fever?

Frits van Kempen, Fischerweg 10, CE4058 Basle, Switzerland

Folly of designing terminal for super jumbo

From Mr Geoffrey Woodard.

Sir, I have followed with interest the letters on terminal five at Heathrow. As traffic increases, the need for another terminal is self-evident but why build it for an aircraft that does not exist and which may never exist?

Frankfurt has built a terminal for super jumbos. It is

half a mile long and has only 18 gates. It is a 1990s folly. Just two or three years after opening, its gates are often full, almost entirely with small aircraft. The result is that a high proportion of passengers are already bussed to it. It's a very user unfriendly place.

Why would we want to repeat this nonsense? It is

surely much more logical to build a terminal for today's aircraft and bus the super jumbo passengers for a few years should the super jumbo actually be built.

Geoffrey Woodard, Avocet House, Hackston, Woodbridge, Suffolk IP13 0DT, UK

Bank of Japan survey change will enhance accuracy

From Mr Masayuki Matsushima.

Sir, Your report "Fears for Japan's recovery" (January 24) gives a rather one-sided view with regard to the Bank of Japan's *Tanken* (short-term economic survey of enterprises in Japan). You quote the views of some economists and the market, but make no note of our review of the timing of the *Tanken*'s publication.

In fact, the only reason the Bank has decided to delay publication of the survey for

about one month is to meet increasing requests from enterprises that the survey be conducted at the end of March rather than the beginning of February. This would allow them more fully to take account of changes in economic and monetary conditions before they finalise their business plans for the following fiscal year (for most Japanese companies the fiscal year ends in March). For the same reasons, the *Tanken* survey hitherto conducted in

August will be put back one month.

The reason for changing the months when the *Tanken* survey is conducted is to enhance its accuracy. The bank attaches great importance to accuracy, transparency and the timeliness of its statistics, and has made a number of improvements to the *Tanken* as well as other financial statistics. Of no less importance than the timing of the *Tanken* is that a review of the content of the survey was also

announced last week (the number of questionnaire items will be halved from the forthcoming *Tanken* survey in order to alleviate the reporting burden on responding enterprises).

Masayuki Matsushima, director, research and statistics department, Bank of Japan, 2-1-1, Nihonbashi Hongoku-cho, Chuo-ku, Tokyo 103, Japan

COMMENT & ANALYSIS

FINANCIAL TIMES

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Thursday February 6 1997

The financial melting pot

Thanks to the Glass-Steagall Act of 1933, the demarcation lines in the US financial landscape used to be among the clearest in the world. The potential amalgamation of one of Wall Street's pre-eminent investment banks, Morgan Stanley, with the retail financial services group Dean Witter, Discover, serves to underline the dramatic extent to which familiar boundaries have changed.

It is not simply that the provisions of the unpeeled Glass-Steagall legislation have been eroding. The mutual funds, which have grown in value from a little over \$1.1 trillion in 1990 to nearly \$3.5 trillion today, have expanded so fast that they threaten to displace banks as managers of household wealth.

Citigroup, Fidelity, Merrill Lynch and, since its acquisition of Van Kampen American Capital last year, Morgan Stanley, are all bent on chasing the same retail customer.

Meanwhile, bank loans everywhere are being turned into securities. The European banks are bringing their own version of the hybrid universal banking model to Wall Street. And now, for good measure, peace appears to have broken out between the US Treasury and Senator Alfonse D'Amato, Republican chairman of the Senate banking committee. Measures to give freedom for industrial and com-

mercial companies to own banks and vice versa are a real possibility. Before the decade is out, the US financial structure may take on a shape that will have Messrs Glass and Steagall spinning in their graves.

A Morgan Stanley-Dean Witter merger is not without logic from the shareholders' point of view. The difficult paradox of investment banking since Morgan Stanley floated in 1986 is that while global demand has multiplied, fees have shrunk and risk has increased. The volatility inherent in the investment bank's proprietary trading could usefully be balanced against the more stable, though cyclical, revenues of the retail concern. With Morgan Stanley's firepower behind it, Dean Witter, Discover would compete more effectively against Merrill Lynch (which already successfully combines retail and wholesale financial services) and Smith Barney.

But even if shareholders approve, it remains to be seen whether two very different cultures can be melded together. The more important point, amid the general welter of regulatory and technological change, is that systemic risk in banking is inevitably increasing. In a heady hull market climate, it is vital that wider prudential concerns are not allowed to go by the board.

Balkan cheer

Among many attempts to make sense of developments in Europe since 1989, one of the most insidious has been the thesis that democracy and market economics need a cultural base derived from western Christianity, and are less likely to flourish in Balkan Orthodox societies which endured centuries of Ottoman rule.

This theory received pseudo-empirical backing from the relatively successful transition in some countries of western Christian heritage - Estonia, Poland, Czech Republic, Hungary, Slovenia - while economic reform was more hesitant and politics more turbulent in Orthodox Balkan Bulgaria, Romania and Serbia.

All the more welcome, are recent events in those three countries. Last autumn Romania elected a non-communist president and government who seem at last to be setting about economic reform in a serious manner. Bulgaria too chose a new president, Mr

Petar Stoyanov. He has shown true statesmanship in persuading the ruling Socialist party, which had disastrously mismanaged the economy, to bow out, accepting early elections and a caretaker government.

In both Bulgaria and Serbia unpopular Socialist rulers have now yielded to the combined pressure of non-violent mass protests, sustained over many weeks despite police provocation, and of international institutions to which both governments looked for economic aid and political legitimacy.

But in neither is the crisis yet over. In Serbia President Slobodan Milosevic remains in power, with no doubt many tricks still up his sleeve. In Bulgaria the parties will have to agree very quickly on laws needed to set up a currency board, and then hold orderly elections in conditions of real hardship for much of the population. Both peoples will still need great self-discipline, and all the help their friends abroad can give them.

America forever

At this year's Davos summit, two topics dominated the business and economic agenda: the prospects for a single European currency, and Europe's apparent failure to adopt new technology. The themes might seem disparate, but there is a common element: that of American triumphalism.

In the case of technology, that is self-evident. The twin gods of computing, Mr Andrew Grove of Intel and Mr Bill Gates of Microsoft, expressed concern over Europe's slowness to buy their products. Mr Lew Platt, chief executive of Hewlett-Packard, commented in a more detached way that Europe's rate of innovation in information technology seemed at an all-time low.

As for the single currency, the view from American delegates was more discreetly expressed, but equally unanimous. Regardless of its timing or membership, they said, the single currency would not work. Of course, it worked in America: but Europe's structures - social, economic and political - were too ossified to accommodate it.

It is worth stepping back to recall why the US was so alarmed by the Japanese threat in the mid-1980s. First, Japan had a clear lead in the relevant technologies, those of manufacturing. Second, its monolithic social and economic structures were ideally suited to pushing the products of those technologies into world markets.

All that has now been reversed. US industry has learnt to copy Japanese techniques of manufacturing. Meanwhile, the information technologies which the US has pioneered are in a state of explosive and unpredictable growth.

This is ideally suited to the pluralistic and atomised structures of the US economy. It is unclear which technologies will work, or which products will find a market. The US has enor-

mous diversity in its workforce and capital structures. The experimental phase of the information revolution thus plays to its strengths.

But it is only a phase. Many US executives seem to believe that the pace of change will go on for ever: but this is to commit the sin of extrapolation. It is much more likely that the future will revert to trend.

Thus, Moore's Law states that the capacity of a micro-chip will double every 18 months. Many in the semiconductor industry - apparently including Mr Moore, co-founder of Intel - accept this is a logically finite process. Similarly, the Internet is already running into capacity problems. More important, it seems likely that the pace of experimentation on the Internet will eventually slow as the market-place sorts out its chief applications.

As these technologies mature, two things will happen. First, non-US companies will have a clearer view of the opportunities for competition. Second, the flexibility which characterises the Silicon Valley model will become less of a comparative advantage.

Nor is it clear that Europe cannot become more flexible. If it cannot, the single currency is indeed doomed. But suppose the contrary: that the single currency is achieved, and drives the process of structural reform. That is the view of Europe's politicians; and while there is room for scepticism, they are not necessarily wrong.

The contrast with the 1980s holds good in one final respect. Then, Japan's self-confidence rested heavily on the performance of its stock market, which ended in a demoralising crash. It would take a bold spirit to predict anything similar for Wall Street. But in that event, what price US triumphalism five years on?

Another thundering herd

The latest Wall Street merger creates an investment bank that could trample on its rivals, say John Gapper and John Authers

The merger of the US investment bank Morgan Stanley and the US retail brokerage and credit card company Dean Witter, Discover is not simply a significant event for the American securities industry. It could also have repercussions for banks, brokers and fund managers around the world.

The merged company is most obviously a response to what has been the unexpected success in recent years of Merrill Lynch, the largest US retail broker. Merrill's "thundering herd" of local salesmen have been combined with an institutional broking arm to make a strong investment bank.

It also poses a big challenge to banks, led by J.P. Morgan, that have tried to build investment banking operations on top of lending businesses. As the traditional boundaries between US banks and securities firms have weakened, this has often appeared the most likely model for the future.

This is not merely an issue for participants in the US. The biggest US investment banks - notably Morgan Stanley, Merrill Lynch and Goldman Sachs - have developed strong international operations. By reinforcing its powers to sell securities in the US, Morgan Stanley may gain an extra edge.

"I think this is a fascinating deal. Unlike many other mergers it's not one of consolidation, but of complementary expansion," says Mr James Quella, a director of Mercer management consultants in New York. "There is now a competitor for Merrill, which has never existed before."

Even three years ago, the notion that retail brokers in the US could be an essential part of a global investment bank would have seemed a strange idea. Not only did they have a poor image, but the cultural problems in combining them with investment banks had proved immense.

The most notable example was the combination of Shearson, the retail broker, with Lehman Brothers, the Wall Street bank. Under the ownership of American Express, this was dissolved three years ago after cultural differences between the two sides prevented them working together.

Yet this was also a poor period for the retail broking industry. Since then, inflows of cash into mutual funds - open-ended pooled investments similar to UK unit trusts - have been so strong that investment banks have realised the best growth prospects are in the retail market.

Last year, mutual funds took in a total \$324.9bn in net new cash flow, almost \$100bn more than the previous record. Thanks to "401(k)" plans - individual retirement plans which are sponsored by companies - mutual funds are also making inroads into the institutional market.

With its acquisition of Dean Witter's fund business, which had \$77.47bn under management at the same time, the new merged company will become the sixth company to hold more than \$100bn in mutual fund assets, and will gain significant benefits of scale.

Morgan Stanley had already made a move into the retail arena with its purchase of Van Kampen American Capital last year. The company had assets under management of \$35.26bn at the end of last year, to add to Morgan Stanley's existing business which had almost \$8.63bn.

It also now has access to Dean Witter's huge retail brokerage sales force, which numbers about 8,500, and ranks third. When combined with Morgan Stanley's much smaller force of 2,570 brokers, the new company will be of similar scale to Smith Barney, with 11,105 brokers.

It will help stave off the increasing threat from commercial banks. Citicorp sells mutual funds and has made plain its ambition to expand in the sector by acquisition. Bank of America and NationsBank, the third and fourth largest commercial banks, are also seeking acquisitions.

Morgan Stanley has come to this merger after having signalled for some time it was looking to consolidate its position in fund management and securities. Its failed attempt in late 1994 to merge with S.G. Warburg Group, the European investment bank later taken over by Swiss Bank Corporation, was its most significant move.

The Dean Witter merger is of a different kind. As Mr John Mack, Morgan Stanley's president, pointed out yesterday, a Warburg merger would have led to the elimination of overlaps between the two firms. "It was almost a

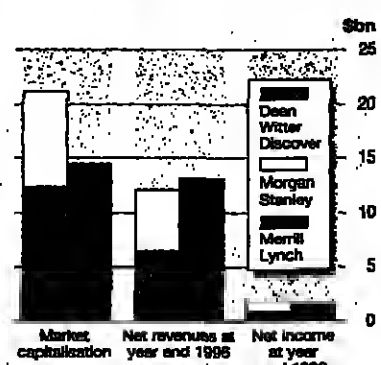
Morgan Stanley and Dean Witter: a perfect marriage?

Top 10 US underwriters Common stock, 1996			
Manager	Amount (\$m)	Rank	%
Goldman Sachs	16,632.7	1	14.5
Merrill Lynch	14,204.2	2	12.3
Morgan Stanley	12,701.5	3	11.0
Donaldson Lufkin & Jenrette	8,037.8	4	7.0
Smith Barney	7,871.1	5	6.8
Salomon Brothers	5,785.2	6	5.0
Credit Suisse First Boston	5,593.2	7	4.8
Alex Brown & Sons	5,460.4	8	4.7
Lehman Brothers	4,563.8	9	4.0
Montgomery Securities	4,283.3	10	3.7

Investment grade debt, 1996			
Manager	Amount (\$m)	Rank	%
Merrill Lynch	93,575.7	1	18.3
Salomon Brothers	63,643.7	2	12.5
Goldman Sachs	55,943.2	3	10.8
J.P. Morgan	53,123.6	4	10.4
Lehman Brothers	51,571.7	5	10.1
Morgan Stanley	48,266.8	6	9.4
Credit Suisse First Boston	34,271.3	7	6.7
Bear Stearns	16,103.9	8	3.1
Smith Barney	15,124.7	9	3.0
NationsBank	14,537.1	10	2.8

Sources: Securities Industry Association, company reports, Securities Data Corp.

Top 10 US securities firms, Jan 1, 1996 By retail representatives	
Manager	Number
Merrill Lynch	13,758
Smith Barney	11,105
Dean Witter	8,575
Paine Webber	6,198
Prudential Securities	5,859
AG Edwards	5,674
Charles Schwab	4,846
Fidelity Brokerage	3,716
Edward Jones	3,160
Morgan Stanley	2,570



negative because everybody had a cloud over them. The exciting thing in this story is that everyone has a chance to grow the business," he said.

The logic for the Dean Witter network is that it will be able to sell US retail investors both securities issues underwritten by Morgan Stanley and international mutual funds. In turn, Morgan Stanley should be able to market its new strength in retail distribution to overseas issuers.

Mr Mack admitted yesterday that firms with retail arms such as Merrill Lynch have been able to steal a march on Morgan Stanley in competing for mandates to underwrite and distribute big international issues such as the privatisation of telecommunications companies. They have convinced issuers that they have far superior power to place such issues in the US markets.

"If you are an emerging market country that is going to do its first large privatisation, and an investment bank can say it has a huge sales force, it has an impact," he said. Mr Mack also argued that Morgan Stanley would stand a stronger chance with US issuers of securities aimed at retail investors.

Similar logic lay behind the commercial alliance unveiled last month between Salomon

Brothers and Fidelity Investments of Boston, which is privately held and by far the largest mutual fund manager and one of the largest retail brokers.

Under the deal, Fidelity was allocated at least 10 per cent of all equity transactions arranged by Salomon Brothers. "While this might not be a specific reaction to the Salomon Fidelity strategic alliance, it certainly smacks of someone trying to answer the same question," says Mr Don McNeese of Tillinghast Towers Perrin, the US consultancy.

Yet for all the apparent logic of the deal, there are still considerable questions about making it work. For a start, the company will be a new animal, combining retail brokerage and fund management with a credit card company and a classic investment bank concentrating on institutions.

Mr Mack suggested some way might be found in future to sell other financial products to the 33m customers of Discover, Dean Witter's credit card operation. However, the businesses seem likely to be run largely separately and the specifics of how co-operation will be achieved were not disclosed.

Furthermore, the cultural gap between retail brokers and institutional investment bankers

remains large. "There are substantial operating and cultural risks in mergers of this sort. Some of them work, but others don't," says one senior investment banker.

There is a separate question about the personalities at the top. Mr Mack is known as a tough manager who lacks patience with those who do not measure up within Morgan Stanley. He has formed a partnership there with Mr Dick Fisher, the chairman, who has a more laid-back and gentlemanly air.

However, there are, at least, questions over whether Mr Mack will achieve the same harmonious relationship with the younger Mr Philip Purcell, chairman of Dean Witter and of the new merged company.

"I guess some people do not know me very well. I only care about what is best for my shareholders and employees and I care about being on the best team," said Mr Mack rather tartly when this suggestion was put to him. He emphasised that he had suggested closer ties to Mr Purcell two years ago.

Assuming these questions are resolved satisfactorily, the combined company clearly poses a challenge to competitors. One set of financial institutions that will be looking at the new force carefully are investment banks such as Goldman Sachs that lack such a strong retail distribution arm.

"One would be remiss if one did not think carefully about how consolidation of this sort affects us, but we have a very cohesive plan and culture that is successful today, and will be successful going forward," insists Mr Jon Corzine, Goldman's chairman. Nonetheless, Goldman and others may have to accelerate plans to expand in mutual fund management.

On the other side of the industry are the commercial banks led by J.P. Morgan that have been trying to build up their investment banking arms. European banks such as Union Bank of Switzerland and Deutsche Bank have also been trying to build such operations both in the US and in Europe.

Until now, such institutions were thought most likely to be able to claim the title of "the pre-eminent global financial services firm" boasted by the participants in yesterday's deal. As the regulatory divide between banks and securities houses in the US lowers, these banks have been seen as powerful new competitors to Wall Street firms.

Yet this deal at least gives a fighting chance to the sort of combined retail and institutional brokerage that was until now represented only by Merrill Lynch. Broking behemoths which achieve stable earnings through ownership of fund management arms and push aggressively into global capital markets may be able to outflank banks.

Mr Fisher pointed out yesterday that as the industry was gripped by consolidation, Morgan Stanley believed it had to "pick your partner and put together the strongest possible combination you can see". The new company may not be all that its founders claim, but they have given quite a jolt to all the others that are still courting.

OBSERVER

Fisher king reels it in

On paper the mega-merger with Dean Witter Discover looks like a fitting swansong to Dick Fisher's career at Morgan Stanley. As a young Turk in the early 1970s, Fisher helped push the most blue-blooded of Wall Street investment banks into the vulgar world of sales and trading. As chairman he has presided over breakneck international expansion; but with enough caution to leave SG Warburg standing at the altar two years ago.

So securing Morgan Stanley's position in its own backyard looks as good a way as any for the 68-year-old to cap his career. How the new securities industry giant will fare when he finally decides to retire from the board is another matter.

A man of considerable personal charm, Fisher's smooth style has been a welcome counterweight at Morgan Stanley to the robust approach of operating chief John Mack. It'll be intriguing to see whether Mack - a southerner known to insiders as Mack the Knife and Darryl Vaser, after the villain of the movie *Star Wars* - can strike up an easy working relationship with Dean Witter boss Philip Purcell.

The new name - Morgan Stanley and Dean Witter Discover - is a bit of a bad smell hanging over the Australian advertising world.

Stanley Dean Witter Discover - at least looks an unhappy compromise. With neither firm prepared to ditch its heritage, and Morgan unable to drop the 'Stanley' under a 60-year-old agreement with former parent JP Morgan, the result was always going to be a bit of a muddle. Putting the two organisations together should give them plenty more to chew on.

Bacardi's idea was to place aroma dispensers in bus and tram shelters in four Australian cities - Sydney, Adelaide, Brisbane and Melbourne. When people walked into the shelters, they would be greeted by a short burst of lemon scent. Observer is no friend of enforced sniffing, but maybe taxis are plentiful in the cities concerned.

In any case, the campaign has already run out of fizz. On Tuesday, state government ministers in Victoria, of which Melbourne is the capital, decided

that Bacardi's campaign could induce youngsters to buy booze, and ruled the advertising out of order. Brisbane quickly followed suit.

Now Bacardi has decided to pull the plug. "In the face of extraordinary ministerial and official reaction we have taken the decision to withdraw the campaign and to seek an alternative creative concept," says Paul Hughes-Jones, Bacardi's marketing director. Free samples to local legislators are probably not on the agenda...

Not shaken

There's a bit of a bad smell hanging over the Australian advertising world. Bacardi-Martini Pacific, part of the international drinks group, has been forced to abort a planned "aromatic advertising" campaign, designed to promote Bacardi Limon, a lemon-flavoured alcoholic drink.

Bacardi's idea was to place aroma dispensers in bus and tram shelters in four Australian cities - Sydney, Adelaide, Brisbane and Melbourne. When people walked into the shelters, they would be greeted by a short burst of lemon scent. Observer is no friend of enforced sniffing, but maybe taxis are plentiful in the cities concerned.

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Unhappy Grumpy

So Xavier de Mazarac, Euro Disney's finance director, has suddenly "decided to explore career opportunities outside the company". That's the very same Xavier de Mazarac pictured in yesterday's 1996 annual report alongside a list of his many achievements and responsibilities.

There again, his departure may not have been quite so abrupt as it at first appears. Of all the eight top executives - minus if you include Mickey Mouse - photographed in the company's happy-clappy annual report, he's the only one who can't raise a smile.

Going ballistic

Nervous about Chernobyl, or Ukraine's 13 other reactors? Net surfers can rest slightly easier now. Goskatom, the country's atomic energy agency, now has its own web page, at <http://www.gsa.ua>, where you may view daily updates on Ukraine's nuclear sites. The page plans to go interactive, and questions can be posted for the men who designed Chernobyl.

Financial Times

100 years ago

Gloom Among The Tombs
There is always a note of sadness in an obituary notice, no matter how humble the circumstances of the deceased or the nature of his moral reputation. There is generally some show of pomp at the obsequies, and a demonstration of more or less acute grief. But what is true of the individual is not necessarily true of the corporation, and their manner of leaving the world differs in a remarkable degree. With the joint stock company, a couple of notices in the "London Gazette" and all is over. But there is pathos in the disappearance of ambitious projects beneath the waves of misfortune. It is painful to record the death of a couple of motor companies - premature mortals which succumbed even before the Act legalising their existence had come into operation.

50 years ago

Oil From Africa
Details of the scheme for the mechanised production of ground units in east and central Africa show it to be both far-reaching and statesmanlike. The immediate object is to relieve the world shortage of oilseeds, oils and fats, but the project should greatly benefit the territories and international trade.

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ORGAN ANLEY
Feature, Page 15. Other reports, Page 20

IN BRIEF

Lufthansa to cut jobs in shake-up

Lufthansa, the German airline, is to restructure scheduled passenger services and cut jobs in a move to reduce costs. It said the shake-up was designed to prepare it for competition expected as a result of the impending liberalisation of air traffic in Europe. Management and administrative jobs would be cut by about 10 per cent. The shares gained 5.5 per cent to DM23.38 (\$14.30). Page 18

Triplets admit defeat in bid battle

Triplets admitted defeat in its battle to win control of William Cook, the steel castings group. Triplets said it was unable to raise its offer to beat the rival bid by the management buy-out team led by Andrew Cook, chairman and chief executive of William Cook. Page 22

Credit Foncier gets breathing space

Shareholders in Credit Foncier de France, the troubled property lender, granted the company breathing space until the end of next year to find a solution to its financial crisis at an extraordinary general meeting in Paris. Page 18

Sony sales up in third quarter

Sony, the Japanese consumer electronics group, reported a strong increase in sales and profits in the third quarter, helped by the yen's weakness against the dollar and buoyant sales of electronics products. Pre-tax profits nearly doubled to ¥147.4bn (\$1.2bn). Page 21

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Glaxo Wellcome	10	Toshiba	10
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Guzel	18	UBS	17
Gulrat Ambuja	21	UCB	18
Hanbo	2	Union Bank	10
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Chief price changes yesterday

FRANKFURT (DM)					
Bayer	1067	+ 21	Invest	449	+ 17.80
Bombard	71.40	+ 2.25	Suez	290	+ 7.50
Lufthansa	590	+ 9	Technip	500	+ 13
Lufthansa	23.38	+ 1.23	Peat		
MAN	424	+ 11	Legend	590	- 30
MAN AG	128.45	+ 2.85			
NEW YORK (\$)					
Bayer	2774	+ 24	Telcel Corp	530	+ 25
Bombard	6114	+ 34	Peat		
Citigroup	3954	+ 24	Asahi Bank	814	- 42
Deutsche Bank	85	+ 74	Glaxo Wellco	840	- 29
Enron	204	- 24	Duke Energy	497	- 22
First Union	354	- 24	Norfolk	1300	- 50
Goldman Sachs	354	- 24			
LONDON (£)					
Bayer	623	+ 30	CDL Hotels	4.60	+ 0.15
Bombard	444	+ 134	China Motor Bus	91	+ 3
Deutsche Bank	1654	+ 14	First Pacific	10.70	+ 0.15
Enron	23	+ 54	Hanco	24.55	+ 0.35
First Union	20	- 4	Peat		
Goldman Sachs	58	- 154	China East H	8.80	- 0.10
HSBC			Hyundai Devl	28.20	- 0.30
JP Morgan	8.00	+ 0.85			
London Stock	8.20	+ 1.40			
London Stock	12.75	+ 1.45			
London Stock	10.00	- 1.00			
London Stock	5.30	- 0.50			
London Stock	858	+ 24			

Finance minister steps in to restore market confidence

Japanese bank shares shaken by NCB plunge

By Gwen Robinson in Tokyo

Fears of a liquidity crisis at Nippon Credit Bank, one of Japan's top 20 banks, sparked sell-offs of bank shares on the Tokyo stock market and prompted Mr Hiroshi Mitazuka, the finance minister, to reassure investors that the bank's failure was "unthinkable".

The share price of NCB, the smallest of Japan's three long-term credit banks, plunged ¥35 to ¥181 yesterday, following reports of severe financial problems at the bank.

Bank officials last night denied the rumours, but acknowledged that NCB would have difficulty raising funds at the moment by issuing debentures, a key fundraising instrument for Japan's long-term credit banks.

One US financial analyst said: "If the bank tried to issue new paper today, it would not be able to do it at the current rates. This has become a confidence issue in NCB's name. People are beginning to doubt it's going to survive."

Mr Walter Altherr, banking analyst at Jardine Fleming Securities, commented: "NCB is in an extremely difficult situation. If you have to hold a



NCB vice-president Shoji Nishikawa (front) tells a press conference yesterday that the bank has ample funds

The bank's dealings in property-related loans have left it with a heavier burden of debt than most other leading banks.

The latest reminder of NCB's problems emerged from reports this week of a crisis at Apollo Leasing, an independent credit company, which owed NCB ¥83.3bn.

NCB's share price has fallen by about 60 per cent since late November. The decline accel-

erated in the past 10 days after Moody's, the US credit-rating agency, changed its outlook for NCB and three other Japanese banks from "stable" to "negative".

Moody's said the banks had "serious asset quality problems" and noted a shift in the attitude of Japan's financial authorities, from "one of forbearance and protection to one of resolution by liquidation".

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Toshiba unit to end five years of losses

By William Dawkins in Tokyo

Toshiba, the Japanese conglomerate whose activities include consumer electronics and power engineering, yesterday said its consumer products division would break even in 1997 for the first time in five years.

Mr Taiso Nishimuro, group president, attributed the recovery to cost cutting, helped by the shift of manufacturing capacity to cheaper locations abroad.

Another boost came from the launch of new televisions and video cassette recorders.

Mr Nishimuro was "very confident" that after breaking even in the current year to March, the division would be profitable in the following 12 months.

Toshiba makes three-quarters of its televisions and 95 per cent of its VCRs outside Japan.

The consumer products division has long been Toshiba's weakest. Operating losses nearly tripled to ¥29.4bn (\$241m) on sales of ¥1,306bn, in the year to March. In the previous 12 months, losses had been ¥10.2bn on turnover of ¥1,358bn.

Consumer products represented 24 per cent of the group's sales of ¥5,120bn last year. Heavy electrical goods accounted for 22 per cent and information systems and electronic devices the majority at 54 per cent.

Mr Nishimuro predicted that information systems would be the fastest growing part of Toshiba's business, rising to 70 per cent of total sales by the end of the decade. Growth

would be led by digital video disc players, which were selling "better than expected" since their launch in Japan last autumn.

He predicted that DVD sales would reach up to 3m in the current calendar year, split roughly equally between Japan, the US and Europe.

Within three to five years, DVD sales would equal sales of personal computers within Toshiba, with an accumulated total of 24m units sold by the end of the decade. That would give Toshiba an anticipated 20 per cent share of an accumulated world market of 120m units.

Of the world total, Mr Nishimuro expected that 80m units would be used in personal computers.

Toshiba was continuing the review of its business structure, launched shortly after Mr Nishimuro took office last June.

It also intended to form more joint ventures and alliances in areas where it could not be sufficiently competitive alone.

However, there were no plans to scale back heavy electrical products and consumer products, the two divisions where markets had become mature.

"We have a social responsibility to keep them," said Mr Nishimuro. The aim was to maintain those two divisions' profitability.

The group was cutting its spending on semiconductors by 20 per cent this year, but would continue to invest in that sector over the long term as a foundation for future sales growth.

BSkyB threat to scrap German satellite link-up

By Raymond Snoddy

British Sky Broadcasting, the satellite television venture, warned yesterday that it would not go ahead with a plan to take a 49 per cent stake in DF-1, the German digital satellite operator, unless "important issues" were resolved.

The warning comes nearly seven months after the announcement of BSkyB's strategic alliance with Kirch Gruppe, which runs DF-1. The sides have not signed a final agreement.

Mr Sam Chisholm, the BSkyB chief executive, said: "We have an agree-

ment in Germany but there are some important issues that need to be resolved. Until they are resolved we cannot proceed." He declined to say what the issues were.

His comments came as BSkyB announced a 26 per cent increase in pre-tax profits to £134m for the six months to the end of December. Earnings per share rose 27 per cent to 7.1p. The interim dividend of 2.75p represents an increase of 10 per cent.

Analysts are looking at £90m pre-tax profits for the full year.

Yesterday BSkyB shares continued the rise begun last week and put on

26p to close at 621p. The main outstanding issue between BSkyB and Kirch is believed to be the future of Premiere, the German pay-television channel with more than 1.5m subscribers.

It is owned by Kirch, Bertelsmann and Canal Plus of France. BSkyB wants to be part of Premiere and for the channel to be part of the DF-1 package.

There has been litigation between Kirch and Premiere over the rights to show the latest movies. BSkyB also wants to see the DF-1 package of channels carried on German cable

systems. BSkyB, which last week announced that it had joined a consortium applying to run digital terrestrial television in the UK, said it had enjoyed record subscriber growth of 434,000 in the final quarter of 1996 - a boost that had taken total subscribers in the UK and Ireland to more than 6m.

Most of the 434,000 new subscribers in the final quarter came through cable. Despite £20m spent on a scheme to give free satellite systems to people spending £300 at a number of consumer electronic chains, new dish subscribers for the quarter

totalled 147,000. BSkyB also said the placing of orders for up to 1m digital satellite decoders with up to four manufacturers was now "imminent".

Negotiations, Mr Chisholm said, had now reached a very delicate stage.

On Tuesday the BSkyB board took the formal decision to go ahead with 200 channels of television to be launched before the end of this year.

Despite the investment in the digital terrestrial (DTT) venture, British Digital Broadcasting, Mr Chisholm said he saw digital satellite as the driver of multi-channel television because of the choice it could offer.

UBS ambitions hit as head of global fixed income resigns

By William Lewis Investment Correspondent

Union Bank of Switzerland suffered a setback yesterday in its efforts to become one of the world's leading investment banks when its global head of fixed income resigned unexpectedly.

Mr Richard Brance, who became global head of fixed income for UBS in January 1996, resigned after apparent differences over strategy with Mr Hans-Peter Bauer, who is the global head of fixed income and derivatives.

UBS said: "Richard has done a tremendous job for the bank over the past year. He has successfully restructured the global fixed income securities business. He will be greatly missed." Mr Brance will leave

UBS tomorrow. Over the past year Mr Brance, 43, has overseen the recruitment by UBS of some of the fixed income industry's best known figures, such as Mr Daniel Canal, who joined in July from Chase Manhattan, and Mr Michael Hutchings who joined in April from Salomon Brothers.

Mr John Costas, who joined UBS in March from CS First Boston where he had been co-head of the firm's global-bond business, is thought to be the leading candidate to take over from Mr Brance.

Fixed income has become one of the most competitive areas for investment banks which are looking for company clients to commission them to finance deals put together by their corporate finance departments.

UBS said: "Richard has done a tremendous job for the bank over the past year. He has successfully restructured the global fixed income securities business. He will be greatly missed." Mr Brance will leave

Monster eats into Mattel profit

By Richard Tomkins in New York

The Snacktime Kids, those toys that turned into monsters by eating children's hair, ate into fourth quarter profits of Mattel, their US maker, the company reported yesterday.

But Tyco Toys, another US toymaker with which Mattel is planning to merge, had better luck with Tickle Me Elmo, the furry puppet that became the must-have toy at Christmas. The product increased sales and helped cut Tyco's losses.

Mattel launched the Snacktime Kids last year. A battery-operated mechanism in the toy's mouth was supposed to eat plastic food supplied with the dolls.

helped by a 20 per cent surge in worldwide sales of Barbie dolls and accessories.

Mattel and Tyco are the biggest and third biggest US toy manufacturers. Mattel, spurred in a \$5.5bn takeover bid for the number two toymaker Hasbro last year, is paying \$755m for Tyco in stock.

Tyco said yesterday fourth quarter sales had risen by 6 per cent to \$228.2m, helped by the popularity of the Tickle Me Elmo doll and knock-on increases in other Sesame Street characters.

In spite of a \$7m after-tax charge for expenses relating to the merger, fourth quarter net losses fell from \$18.1m to \$10.2m. Tyco's shareholders are due to vote on the merger on March 18.

£92 million

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COMPANIES AND FINANCE: EUROPE

Breathing space for Crédit Foncier

By Andrew Jack
in Paris

Shareholders in Crédit Foncier de France, the troubled property lender, yesterday formally granted the company breathing space until the end of next year to find a solution to its financial crisis.

They approved a series of modifications to the company's statutes, including reducing the number of directors to as few as three, and holding annual board meetings only when deemed necessary.

The votes came at an extraordinary general meeting in Paris, which was forced, under French law, by losses in 1996 of FF10.8bn (US\$1.9bn).

These cut heavily into shareholders' equity and brought the company close to bankruptcy.

The decisions were reached almost unanimously - with between 97 per cent and 99 per cent endorsing the six resolutions - because the nearly all the shares are now held indirectly by the French state, which took over the previously quoted

institution for FF2.7bn late last year.

Mr Jérôme Meyssonnier, the state-appointed "governor", or chairman, told shareholders that the bank's survival depended on three factors: new equity, an external financial partner to improve its credit rating and permit it to borrow, and a "profound restructuring", which would entail heavy job losses.

Mr Jean Arthuis, the finance and economics minister, has ruled out a recapitalisation by the government. However, he remains

open to discussions with potential partners.

So far, he says, the only solution involves transferring some of its operations to the rival mutual lender Crédit Immobilier de France.

Yesterday's meeting came against a backdrop of growing social tensions, triggered by the likely break-up of Crédit Foncier. Hundreds of employees chanted outside the hotel where the meeting was held, in the latest of a series of demonstrations.

Mr Meyssonnier and other senior executives were held hostage for six days last

month, when employees started an occupation of the Paris headquarters that is still continuing.

In the absence of an external partner, Crédit Foncier remains dangerously close to bankruptcy. It is below the normal regulatory minimum solvency margin for a bank to continue to operate.

Mr Meyssonnier yesterday rejected criticisms that he had precipitated the crisis by announcing provisions of FF13.8bn for 1995, saying they were necessary in part because of the group's high levels of debt.

Lufthansa to cut jobs in shake-up

By Andrew Fisher
in Frankfurt

Lufthansa, the German airline, is to restructure scheduled passenger services and cut jobs in a move to reduce costs.

It said yesterday the shake-up was designed to prepare it for competition expected as a result of the impending liberalisation of air traffic in Europe.

Analysis welcomed the move, which they regarded as a further step in the airline's efforts to improve its efficiency in the face of tough international competition. The shares gained 5.5 per cent to DM23.35.

Lufthansa said the restructuring - part of a programme under which cargo, catering, maintenance and other operations have been put into separate subsidiaries - would flatten the management hierarchy and cut management and administrative jobs by about 10 per cent.

The new passenger division, employing about 26,000, will include such activities as sales and marketing, network management, flight operations, cabin and cockpit crews and ground operations. Currently handled by two divisions of the group management board, these will be managed in future by an executive board reporting to the main board.

The airline said this streamlining would put it closer to the market and increase flexibility. The formation of the new division is dependent on the approval of the supervisory board, which next meets in mid-March.

Mr Michael Klein, analyst at Delbrück, the Frankfurt bank, said the move was "basically positive" but would not be enough on its own to combat the competition from lower-cost UK and other airlines once the European Union air traffic market is liberalised on April 1.

Lufthansa is not making the passenger business into a separate subsidiary. This is because its airport landing rights are vested with the parent company. Putting the assets of the new passenger division into a separate subsidiary would also create tax problems.

Mr Charles Donald, airline analyst at UBS Global Research in London, said the restructuring would enable Lufthansa to save on the overlapping of some functions.

"It will result in a much more aggressive management style," he said. "It demonstrates that Lufthansa is finally getting a firmer grip on its operations."

He said setting up a new division would not do much to counter the impact of EU liberalisation. He thought this had been mentioned by Lufthansa to help mollify the workforce, part of which has been balloted this week on possible strike action over pay.

Daewoo puts steel in Polish football

Daewoo, the Korean industrial conglomerate, has taken a strategic stake in Legia, a leading Polish football club, writes Christopher Bobinski in Warsaw.

The investment could help establish professional standards in a local game where the finances are opaque, the play mediocre and talented players are speedily sold to western European clubs.

Last year Legia reached the quarter-finals of the European champions' league, and it regularly tops the Polish league.

Mr Kim Woo Choong, head of Daewoo, says he wants to build Legia into a European-class club.

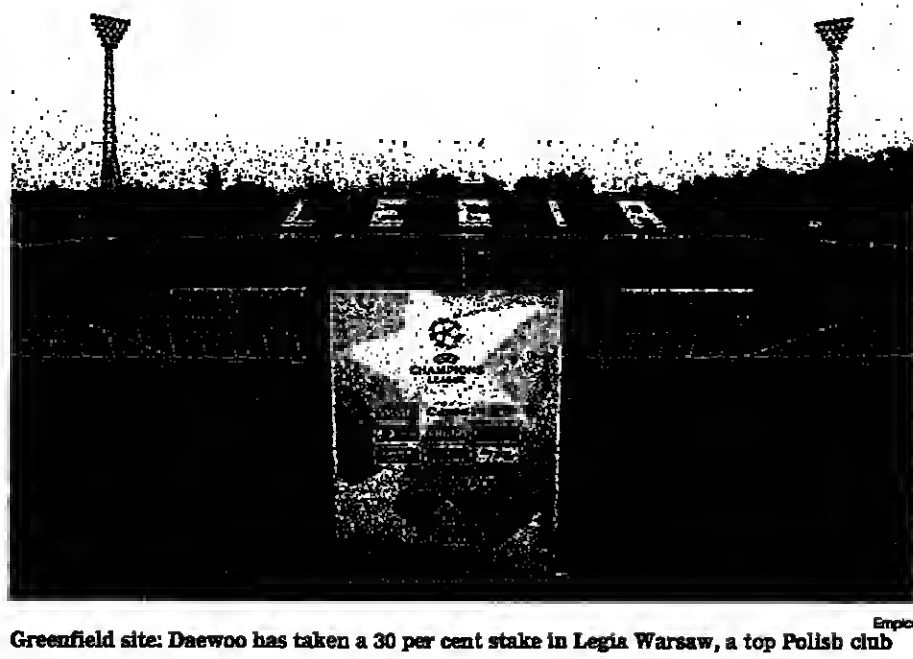
Daewoo's move was made possible by reforms in the Polish league, under which

the 30-plus first and second division clubs must transform themselves into joint stock companies. To date, four have done so, including Legia.

The reform offers the prospect of stock market listings for the clubs, once they put their finances in order and earnings rise with attendances.

Daewoo - which owns the Warsaw FSO car factory, Legia's former sponsor - is reported to have already invested 5m zlotys (\$1.67m) in the club. It now has 30 per cent of the new Legia company with another 30 per cent held by Polmot, one of Daewoo's local dealers.

The remaining equity is retained by the military, which founded the club.



Greenfield site: Daewoo has taken a 30 per cent stake in Legia Warsaw, a top Polish club

SPT opens line to Czech phone profits

Efficiency has replaced death in cutting queues for connection, says Vincent Boland

When the number-crunchers at SPT Telecom finally got to grips last year with the Czech operator's waiting list, they came across an application for a telephone that had been submitted in 1927. Checking further, they discovered the applicant was dead.

The exhumation of the waiting list, a priority when the company was partly sold in 1995 to the Dutch/Swiss consortium TelSource, has been completed. SPT says this days when Czechs dropped dead in the queue for a phone are now over. Last year the number of people waiting for a telephone line fell for the first time in 10 years.

More than 88 per cent of all applications submitted before the end of 1990 - including many from the 1950s - were met last year, with 417,000 new lines added to SPT's network. "That is more than Holland and Switzerland put together," says Mr Bessel Kok, deputy general manager of SPT and head of TelSource, which groups PTT Telecom Netherlands and Swiss Telecom. It is also more lines than SPT installed in the whole of the 1980s.

The recent expansion has increased the density of telephone lines in the Czech

Republic from 23 per hundred people to 27. SPT also received 380,000 new requests but reduced the overall waiting list from 650,000 to 623,000 at the end of the year. This year it expects to install 470,000 lines.

It still takes two years to have one installed, but that is less than half the time it took a year ago and the goal is to eliminate the entire waiting list in 1998. This will mean that from 1999 an applicant will have a phone installed within three months of the request, while business customers will have to wait no longer than one month. That is an age by US standards, but in the Czech Republic it is considerable progress.

Apart from its fixed-line operations, the company's mobile telephone subsidiary, EuroTel, which it owns jointly with Bell Atlantic and US West, is trouncing its

only rival, the Deutsche Telekom-run Radiomob, in the race for market share. EuroTel has more than 100,000 customers after six months of operations, compared with Radiomob's 35,000, in the market for digital mobile telephones.

EuroTel had a head start on Radiomob, because it has been offering analogue mobile services since 1991, while its competitor entered the market early last year. Bureaucratic delays involved in getting permits to build transmission sites have also severely restricted Radiomob's expansion.

SPT therefore had a good 1996, as executives were at pains to point out this week as they seek to shed its image as the Czech Republic's most detested company. As well as being more responsive to demand for new phones, it recently launched a slick advertising campaign to win friends

with the theme "Forget the past, look to the future."

Last year was the first full year under the day-to-day control of TelSource, which paid \$1.4bn for a 27 per cent stake in mid-1995 at the high point of the Czech privatisation process. The deal was the catalyst for a modernisation programme, likely to cost about \$4.5bn by the end of the decade, to take Czech telecoms into the 21st century. This year, for example, it will spend Kc32bn (\$1.15bn) on modernisation.

Analysts agree that the immediate future for SPT is rosy, because it is a monopoly and has a captive market with pent-up demand. These factors are expected to contribute to solid revenue and earnings growth until at least the end of the decade, when its monopoly of long-distance and international services, which provide the backbone of its operations, is due to end.

Sustained growth, however, is dependent on the expansion of the Czech economy. Growth in Czech GDP actually fell in 1996, to 4.1 per cent from 4.8 per cent in 1995, and this year it is unlikely to expand much because of the slow pace of industrial restructuring and poor export growth. The

Czech Statistics Office recently cut its 1997 growth forecast from 5.1-5.6 per cent to 4-5 per cent.

At the same time, prospective competitors are already eagerly anticipating the end of SPT's monopoly. Local cable and telecom groups, which opposed the alliance with TelSource, are pushing to open up the market sooner than 2001, and are talking with utility companies about joint ventures to provide alternative services to SPT.

There is also some unfinished business relating to the alliance between SPT and TelSource, which is being challenged in the courts by a small group of shareholders who argue that the sale of the stake was mishandled. Last year they secured a judgment in their favour relating to administrative "mistakes" in the sale, and they are continuing a legal campaign to have the alliance overturned. The next round is due in April.

Few see any real threat to the alliance from the court case, however, and the government has made clear there is no threat to the SPT/TelSource partnership.

Mr Kok admits the continuing wrangle is an irritant, but insists it does not affect the day-to-day running of the company.

Making connections

Telephone density	Lines per 100 people	SPT Telecom Ownership	%
1991	16.6	Czech National Property Fund (state holding co)	51
1992	17.7	TelSource	27
1993	18.0	Investment funds, individuals others	22
1994	20.7		
1995	23.3		
1996	27.3		

Source: SPT Telecom

JCI Limited



The Randfontein Estates Gold Mining Company, Witwatersrand, Limited

(Registration number 61/00341/06)
("Randfontein Estates" or "the Company")
(Incorporated in the Republic of South Africa)

RESULTS OF ELECTION TO RECEIVE AN INTERIM DIVIDEND INSTEAD OF THE CAPITALISATION AWARD AND AN ELECTION TO SUBSCRIBE FOR NEW SHARES

The right of election to receive an interim dividend instead of an award of capitalisation shares ("the Capitalisation Award") and the right of election by those shareholders electing the dividend to apply the dividend in subscribing for new Randfontein Estates shares ("the Subscription") made to ordinary shareholders registered at the close of business on Friday, 27 December 1996 ("the record date"), closed at 16h00 on Friday 31 January 1997. The weighted average traded price of Randfontein Estates ordinary shares on The Johannesburg Stock Exchange during the three day period ending Thursday, 30 January 1997 was R21.957379. Accordingly, the Capitalisation Award and the Subscription for new shares were determined as a ratio of 4,781,992 new shares for each 200 shares held on the record date.

Elections to receive the interim dividend of 50 cents per share in respect of the six months ended 31 December 1996 instead of the Capitalisation Award were received in respect of 37 180 191 shares. Accordingly, an interim dividend of 50 cents per share was declared on 5 February 1997 on 37 180 191 ordinary shares in respect of the six months ended 31 December 1996. Elections to apply this dividend in subscribing for new shares in Randfontein Estates were received in respect of 19 676 081 of these shares. An amount of R9 838 040, 50 was therefore applied in terms of the Subscription. Accordingly, 1 043 187 new fully paid Randfontein Estates ordinary shares of 20 cents each have been allotted in terms of the Capitalisation Award and Subscription and the issued share capital of Randfontein Estates has been increased from 61 135 530 to 62 178 717 ordinary shares.

The listing of 1 443 187 new ordinary shares in Randfontein Estates will commence on The Johannesburg Stock Exchange from the commencement of business on Thursday, 6 February 1997 and the London Stock Exchange and Paris Bourse as soon as possible thereafter.

Cheques in respect of the interim dividend and shares sold for the benefit of shareholders, as well as share certificates, will be posted to shareholders on or about Thursday, 6 February 1997.

Johannesburg
6 February 1997

JCI Limited



Western Areas Gold Mining Company Limited

(Registration number 20/07327/06)
("Western Areas" or "the Company")
(Incorporated in the Republic of South Africa)

RESULTS OF ELECTION TO RECEIVE AN INTERIM DIVIDEND INSTEAD OF THE CAPITALISATION AWARD AND AN ELECTION TO SUBSCRIBE FOR NEW SHARES

The right of election to receive an interim dividend instead of an award of capitalisation shares ("the Capitalisation Award") and the right of election by those shareholders electing the dividend to apply the dividend in subscribing for new Western Areas shares ("the Subscription") made to ordinary shareholders registered at the close of business on Friday, 27 December 1996 ("the record date"), closed at 16h00 on Friday, 31 January 1997. The weighted average traded price of Western Areas ordinary shares on The Johannesburg Stock Exchange during the three day period ending Thursday, 30 January 1997 was R56.035292. Accordingly, the Capitalisation Award and the Subscription for new shares were determined as a ratio of 1,499,054 new shares for each 200 shares held on the record date.

Elections to receive the interim dividend of 40 cents per share in respect of the six months ended 31 December 1996 instead of the Capitalisation Award were received in respect of 63 162 569 shares. Accordingly, an interim dividend of 40 cents per share was declared on 5 February 1997 on 63 162 569 ordinary shares in respect of the six months ended 31 December 1996. Elections to apply this dividend in subscribing for new shares in Western Areas were received in respect of 52 565 372 of these shares. An amount of R21 026 148.80 was therefore applied in terms of the Subscription. Accordingly, 607 224 new fully paid Western Areas ordinary shares of R1 each have been allotted in terms of the Capitalisation Award and Subscription and the issued share capital of Western Areas has been increased from 31 613 113 to 32 220 337 ordinary shares.

The listing of 607 224 new ordinary shares in Western Areas will commence on The Johannesburg Stock Exchange from the commencement of business on Thursday, 6 February 1997.

The offer by JCI Limited to acquire the new ordinary shares in Western Areas was accepted by shareholders in respect of 30 357 shares.

Cheques in respect of the interim dividend and shares sold for the benefit of shareholders, as well as share certificates, will be posted to shareholders on or about Thursday, 6 February 1997.

Johannesburg
5 February 1997

EUROPEAN NEWS DIGEST

Hayfever drug sales lift UCB

Stronger than expected sales of hayfever drug Zyrtec helped UCB, the Belgian pharmaceuticals, chemicals and films group, lift pre-tax profits for 1996 by about 30 per cent, from BF4.2bn to BF5.5bn (\$1.63m). The result was towards the top of analysts' forecasts.

Preliminary unaudited figures released yesterday - ahead of the formal results on April 11 - showed group turnover slightly down at BF5.5bn. This was mainly because of last year's sale of UCB's packaging division to Amcor of Australia. The packaging business previously accounted for annual sales of BF1.0bn. Best performer was the pharmaceuticals division, where operating profits increased from BF2.7bn to BF3.4bn, on turnover up from BF1.87bn to BF2.11bn, thanks largely to higher sales of the group's flagship drug, Zyrtec. Sales of the drug in the US, where it was introduced last February, reached \$140m - well ahead of UCB's own forecast of \$120m. UCB is expanding its sales force in the US to meet the orders for Zyrtec.

In the chemicals sector, profits grew from BF1.2bn to BF1.4bn, on sales which increased from BF1.7bn to BF1.9bn. The group said the division's performance had improved in the second half-year, after the general European slowdown in the first half.

The films sector lifted profits from BF290m to BF600m, on sales which - stripping out the sale of the packaging business - increased about 40 per cent to BF1.0bn. Polypropylene films enjoyed strong growth thanks to new applications developed by the group, including their use in plasticised bank notes, already in circulation in Australia.

Other activities produced profits of about BF100m. Exceptional gains on the sale of a financial holding and the packaging business were largely offset by restructuring costs. This after-tax profit is expected to be just under BF5bn.

Neil Buckley, Brussels

New board at Ciba Specialty

Ciba Specialty Chemicals, which makes its debut on the Swiss Stock exchange next month, has opted not to appoint any representatives of Switzerland's big three banks to its board in an attempt to avoid conflicts of interest.

The Basel-based group, which is being spun off from Novartis, the big Swiss pharmaceuticals group formed from December's merger of Sandoz and Ciba, yesterday announced its new corporate identity and its board of directors. The company has broken with tradition by appointing a board which is small by Swiss standards and, unusually, has no full-time representatives of the big Swiss banks.

Ciba Specialty Chemicals also announced yesterday it would raise about SF700m (\$490m) from its shareholders in the form of a one-for-one rights issue to current Novartis shareholders, at the nominal share price of SF10.

The price of shares in a global share offering will be announced later, but analysts calculate that a minimum of SF300m will be raised.

William Hall, Zurich

Spanish drug groups merge

The wave of mergers in the pharmaceuticals sector has spread to Spain, where two of the leading privately owned companies plan to form what they say will be the country's largest group in the sector.

Almirall, which has ties with Merck, Rhône-Poulenc Rorer and Dainippon, has agreed to merge its activities with those of Prodesfarma, another producer based in the Barcelona region. The operation will be carried out through a joint company called AP Farma. The merged group is looking to develop research activities and its presence outside Spain, where the companies now have a market share of about 7 per cent between them. The combined group is expected to have total sales of Pta76bn (\$650m) this year, including Pta23bn abroad.

The two companies said the merger would not involve any cutbacks in their combined workforce of 1,800. The move was designed as a vehicle for international expansion based on the companies' own products, such as Almax, an antiacid drug made by Almirall, and Airtal, an anti-inflammatory developed by Prodesfarma.

David White, Madrid

New Telekom, Netscape link

Deutsche Telekom has expanded its agreement with US internet software group Netscape on distribution, marketing and system integration of Intranet and Extranet solutions. The move will allow Deutsche Telekom to expand its range of turnkey solutions for corporate networks.

The existing partnership with Netscape, formed in 1995, will now cover the complete Netscape product range. Under the terms of the contract, Deutsche Telekom will distribute the full range of Netscape client and server products to end-users, content providers, Internet service providers and corporate customers. Deutsche Telekom's T-Online unit has about 1.4m subscribers after 40 per cent growth in 1996. This makes T-Online the largest European internet access provider.

AFX, Bonn

Krupp to modernise plant

Krupp Hoesch Stahl, the German steel group, plans to spend DM600m (\$479m) between 1997 and 1999 to modernise its Dortmund-based steel making facilities. The company is looking to cut costs to the levels of European competitors.

The so-called "optimisation programme", which will involve 2,200 job losses, was chosen over a DM1.2bn replacement of the existing plant with a state-of-the-art steelworks. This would have cost a further 500 jobs. The decision, announced yesterday, was met with demonstrations in Dortmund and a 24-hour strike by 1,500 workers at the company's Siegerland plant.

Peter Norman, Bonn

Neste quiet on Borealis stake

Neste, the Finnish oil and petrochemicals group, yesterday declined comment on a report that the international Petroleum Investment Company of Abu Dhabi is set to acquire its 50 per cent stake in Borealis, the chemicals and polyolefins group. The Finnish company has been looking for a buyer for its stake in Borealis - jointly owned with Norway's Statoil - which has been hit recently by a steep fall in polyolefins prices.

Mr Jukka Vilanen, chief executive, said Neste was in talks with "potential buyers", but said he could not confirm a report in the government-owned Emirates News that IPIC was close to agreement on buying out Neste's stake. IPIC is a wholly owned subsidiary of the state-owned Abu Dhabi National Oil Company.

Hugh Carnegie, Stockholm

Grundig denies insolvency threat

Grundig, the German electronics company partly owned by Philips of the Netherlands, yesterday denied reports it was facing insolvency. It said it had adequate liquidity and financial reserves for this year and was talking to its banks about medium-term financing. Last year Grundig posted a DM350m (\$213m) loss, down from DM588m in 1995.

To stem the drain on its resources, Philips last month said it was cutting managerial links with Grundig, of which it holds 32 per cent. Grundig has retained Credit Suisse First Boston, the investment bank, to find a new partner. Philips is also trying to end a contract with Grundig heirs obliging it to pay DM45m a year into a family foundation.

Andrew Fisher, Frankfurt

COMPANIES AND FINANCE: EUROPE / MIDDLE EAST

Euro Disney director goes in reshuffle

By Andrew Jack in Paris

Euro Disney, operator of the Paris-based theme park, yesterday announced the abrupt departure of one of its top executives as part of a reshuffle of senior jobs.

Mr. Xavier de Mézerac, finance director, had "decided to explore career opportunities outside the company", it said.

Mr. Gilles Pellissier, president and chief operating officer, will temporarily oversee the financial direction of the company.

Euro Disney said the departure had been "by mutual agreement" and stressed the change came at a time of operational restructuring. It said Mr. Philippe Bourguignon, chairman, had always been closely involved in financial management.

Mr. de Mézerac joined Euro Disney in 1992 and was finance director from 1994, shortly after the financial restructuring of the company.

Following the recent reshuffle, Mr. Marc Robino has been hired from Novotel, part of the Accor group, as director for restaurants. Mr. Christian Perdrer, previously in charge of hotels at Euro Disney, becomes senior president for operations.

Mr. Jeffrey Archambault will be director of special projects and Support 2000, which is designed to review administrative operations.

The company said the changes reflected its policy of shifting from a management structure based around its various attractions - the park, hotels and "festival" site - to one based around functions, such as shop and restaurant operations.

Separately yesterday, Euro Disney distributed copies of its 1996 annual report, which highlighted a series of corporate governance initiatives in line with reforms taking place across French companies.

It said the supervisory board had approved a charter defining its responsibilities, including a directive that directors should not sit on large numbers of other boards, which would dilute the time and energy they could give to the company.

Each director will be required to hold a minimum of 1,000 shares in Euro Disney, and "an important" proportion of the annual payments they receive - which rose in total from FF950,000 (\$171,000) in the previous year to FF1.35m - will depend on attendance at board meetings.

Observer, Page 15

OMV up 32% on higher oil prices

By Eric Frey in Vienna

Pre-tax earnings at OMV, the Austrian oil and gas group, jumped 32 per cent last year because of higher oil prices and positive results from all divisions.

However, the increase in net income was affected by a change in Austrian tax laws, which barred the company from deducting carried-forward losses from its 1996 and 1997 tax bills, OMV said yesterday.

Earnings before interest and tax rose from Sch2.19bn to a preliminary Sch2.91bn (\$251m), while net profit climbed about 10 per cent from Sch1.73bn to an estimated Sch1.9bn. The change in the law, which is part of the 1996 austerity budget agreement, permits OMV to include carried-forward losses again in its 1998 tax bill.

Operating profit was up 39 per cent from Sch2.09bn to Sch2.91bn last year, and the company lifted its 1996 dividend from Sch20 to Sch23 a share.

OMV's record results exceeded analysts' earlier predictions of pre-tax earnings of about Sch2.5bn. Its shares rose on the Vienna bourse after the announcement, but fell back later to close at Sch132.50, down Sch6.60.

Mr. Richard Schenz, OMV chairman, expected earnings to remain roughly stable this year, subject to oil price and dollar fluctuations. Most of OMV's profit rise in recent years had come from cost reductions in all divisions. "Cost adjustment remains our permanent task," he said.

The natural gas division, which posted steady earnings, again made the biggest contribution to group profits last year, the company said. Higher oil prices, especially in the fourth quarter, helped the oil exploration and production lines to return to profit after a loss in 1995.

OMV was also satisfied with the performance of its petrol station network in neighbouring countries. In Austria, however, petrol retailing suffered from higher taxes and restructuring costs from station closures.

The chemicals division posted a profit amid higher prices for plastics and chemical products. Mr. Schenz said OMV had cancelled talks with Repsol, of Spain, on setting up a joint venture with its chemicals unit PCD, because the two groups could not agree on a solution for the polyolefins sector.

Instead, OMV would double capital spending on PCD's facilities to secure its survival.

Food for thought for Israeli retailers

Consumption is growing fast, but the market is likely to remain a duopoly

These are heady times for Israeli food retailers. Food sales in the large retail stores increased 16 per cent last year to about Shk25bn (\$7.5bn). And growth prospects for 1997 look just as good in spite of the slow-down in the economy, where gross domestic product growth will slow from 4.4 per cent in 1996 to less than 3.3 per cent this year.

The reason for the optimism is the population. During the next few years it is expected to grow at an annual rate of 2.5 per cent, which means the 1.5 per cent expected annual rise in per capita food consumption will represent a 4.4 per cent real increase.

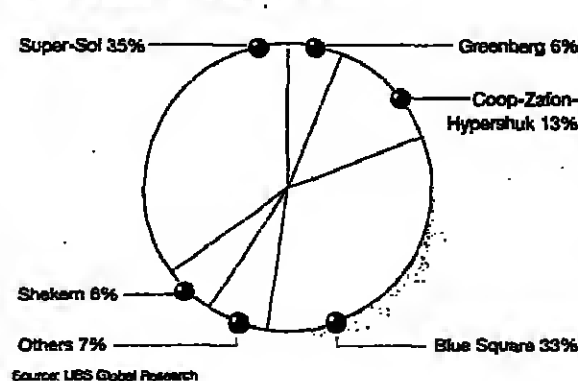
This will establish Israel's reputation as one of the fastest growing areas in the global retail industry. Between 1990 and 1995, private consumption grew at an annual compound rate of 20.1 per cent, fuelled by the immigration to Israel of nearly 1m Russians, higher income levels and a change in consumer habits. Over the same period, food and beverage consumption grew at an annual compound rate of 17.6 per cent.

Yet analysts still believe that the market is far from saturated.

"It remains a very attractive sector," said Ms. Elise Horowitz, analyst at Lehman Brothers, the investment bankers.

The organised (supermarket) retail food market is

Food sales by market chain



Source: UBS Global Research

projected to grow from its current level of 40 per cent to an estimated 56 per cent in the coming years. There is still a lot of growth potential," she says.

Organised retail food chains account for 56 per cent of the food market in western Europe and 75 per cent in the US.

Israel's organised food chains are dominated by Blue Square, listed last year in New York, and Supersol, owned by a group of private Israeli investment companies, including the Recanati family.

Each already holds a market share of about 35 per cent in the supermarket sector, which accounts for 32 per cent of Israel's total food consumption. And both groups are looking to increase their share of the organised retail food market through a two-pronged strategy of high investments and targeting the hiterto

neglected ultra-Orthodox Jewish community.

Blue Square, for example, plans to invest more than \$100m this year, following an investment of between \$60m and \$70m last year. "We are planning to open new stores, improve logistics and introduce new product lines," says Mr. Yaakov Gelbard, Blue Square chairman. Consolidated sales for last year are expected to reach Shk3.7bn.

Supersol - which earlier this week received the go-ahead from the antitrust authorities to acquire Shekem, the third-largest supermarket chain which has a 6 per cent market share - is planning a massive investment programme.

Between 1997 and 2000, it will invest Shk200m a year opening new stores, renovating existing stock and acquiring real estate for developing new shopping malls and commercial cen-

tres. Consolidated sales for last year are expected to reach Shk3.2bn.

Both groups have begun to target the ultra-Orthodox Jewish community, which makes up about 10 per cent of the population.

Blue Square has set up Shefa Mehadrin, a chain of food stores that will cater for very defined groups of Orthodox Jews wanting specific kosher certification on food products.

Supersol has recently established the Birkat Rachel chain which caters to the ultra-religious Orthodox community. "This sector can be no longer ignored," says Mr. Daniel Carasso, analyst at UBS Global Research.

Yet however much the Israeli food retailing sector is set to grow in the coming years, it will remain a duopoly, dominated by Blue Square and Supersol, and an elusive market for European and US food chains.

"This is because there are hidden entry barriers to the Israeli retailing market," Mr. Carasso explains. "One of the main ones is the religious barrier. It is easy to forget that Israeli eating habits are very different to those of the rest of the world. Product has to be prepared for this market."

Mr. Carasso believes this is why international food manufacturers have stayed out of the market, tending to license their products to local suppliers.

"For the international food fraternity, the cost of developing a new subsidiary with its own buying arrangements is prohibitive, especially as this product sourcing is of absolutely no relevance to the surrounding markets/countries," Mr. Carasso argues.

Yet some non-Israeli retailers - most notably Nestlé, the Swiss food producer, and Danone, the French food group, have recently entered the Israeli market.

Danone has bought a 20 per cent stake in Strauss, the Israeli dairy product group.

"We are not strong in this part of the world and we really think that Israel is a good place to begin building the brand of Danone," says Mr. Frank Riboud, managing director of Danone.

That will be a long haul given the religious barriers. And even if non-Israeli retailers want to use Israel as a stepping stone to the rest of the Middle East, they will find there a food retailing sector far less developed compared with Israel's and an economy with a gross domestic product at least ten times lower than Israel's.

"It is early days yet to talk about Israel being some sort of bub," says Ms. Horowitz, at Lehman.

That means Blue Square and Supersol will continue to enjoy an unassailable position for some time to come.

Judy Dempsey

Gucci takes over Italian franchisee

By Alice Rawsthorn

Gucci, the Italian luxury goods group, is expanding its retail operations by taking control of Gucci Venezia, which operates five franchised Gucci boutiques in Italy, including the Venice flagship store.

The deal, in which Gucci will pay an undisclosed sum for a majority stake in the business, follows the opening of its first Chinese stores in Beijing and Shanghai last weekend. Gucci will open its first free-standing Japanese boutique in Osaka next month, and is searching for sites for two flagship stores in Tokyo.

Mr. Domenico De Sole, president, said the Gucci Venezia transaction formed part of its efforts to operate its stores directly, rather than through franchisees. "We really believe that franchised businesses can benefit from our merchandising strength," he said.

Gucci Venezia is one of the group's larger franchised operations, with boutiques

in Treviso, Padova, Verona and Venice. After the deal, Gucci will operate 76 stores directly, leaving 77 under the control of franchisees.

The Venezia acquisition, coupled with last weekend's store openings in China, marks the start of an aggressive expansion programme involving 20 new store openings this year.

After a troubled period in the 1980s, Gucci has become one of the hottest fashion labels of the 1990s under Mr. Tom Ford, its young Texan chief designer. It has scheduled store openings for Germany, Hong Kong and the former Soviet Union, as well as Japan, by the end of 1996.

Gucci is also refurbishing existing boutiques, starting with the opening of an expanded store on London's Sloana Street in August, followed by the redesign of its Beverly Hills boutique.

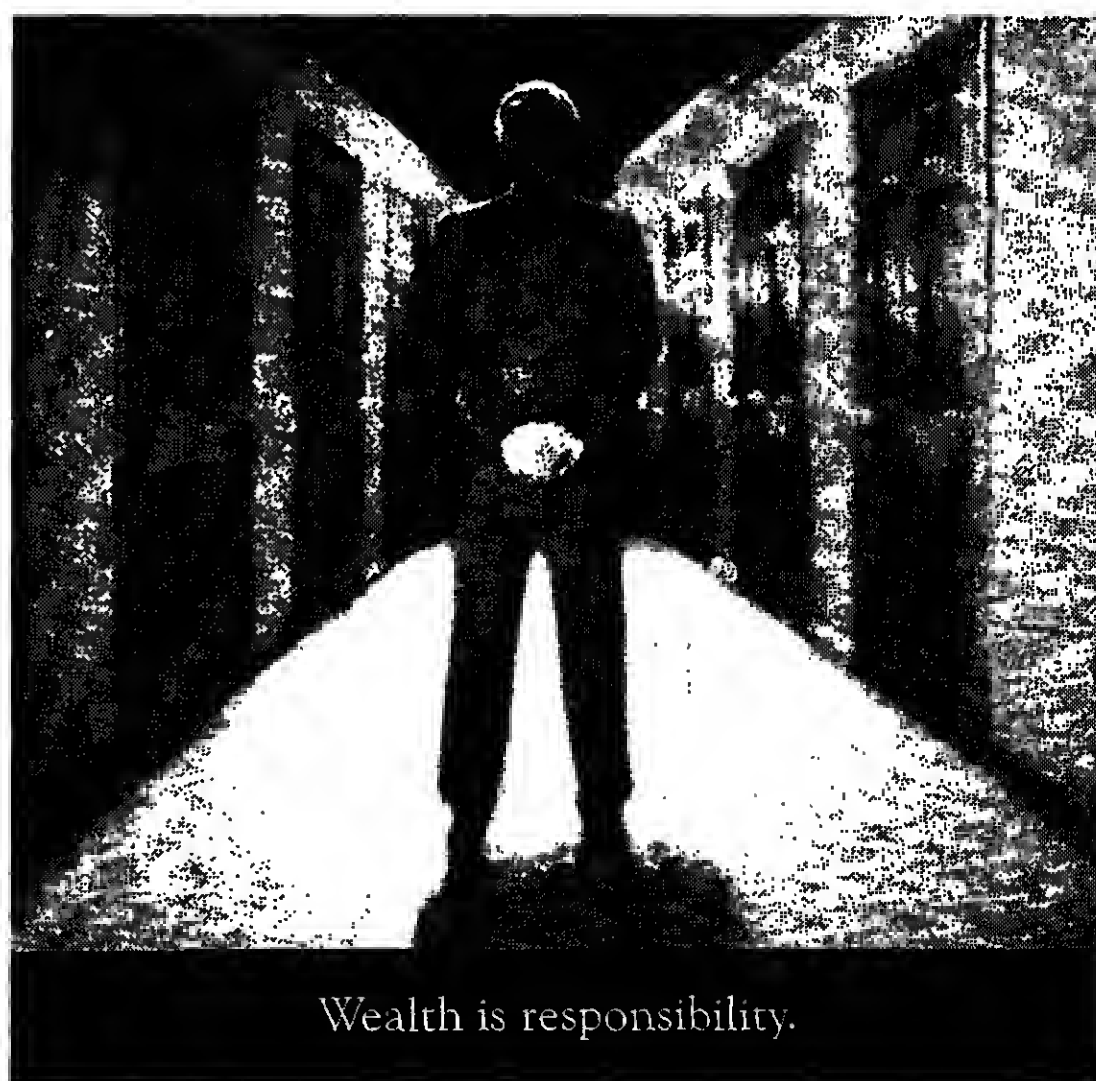
Mr. De Sole also aims to expand Gucci's product range, notably in luggage, gifts and homeware, which currently represent a small percentage of sales.

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COMPANIES AND FINANCE: THE AMERICAS

Morgan Stanley and Dean Witter Discover present their merger as one of equals
Former McKinsey man heads the bill

There was plenty of symbolism in the way Dean Witter Discover and Morgan Stanley chose to present their merger yesterday - and in the management structure they have set up for their enlarged group. But there was little doubt it will be Mr Philip Purcell, a former McKinsey management consultant, who will be running the show.

Sitting sandwiched between Mr Richard Fisher, Morgan Stanley chairman and chief executive, and Mr John Mack, its president and chief operating officer, Mr Purcell was at pains to represent the deal as a merger of equals.

With exaggerated familiarity, he lent over to put his hand on Mr Mack's arm - while pledging the two would form a double-act to rival the successful teamwork of Mr Mack

and Mr Fisher. The two Morgan Stanley bankers, as if on cue, pulled their own Discover cards from their wallets - though this is a credit card brand seldom seen on Wall Street, having built its business through an appeal to a more down-scale mass market.

However, the first test of this new relationship, as both sides acknowledged, will be the relationship between Mr Mack and Mr Purcell. And it is Mr Purcell - a former consultant who built up the financial services business while an executive at its former parent, Sears - who will hold the titles of chairman and chief executive officer.

He will be surrounded by Morgan Stanley executives, with Mr Mack serving as president and chief operating officer and Mr Phil Duff acting

as chief financial officer.

Mr Fisher, one of Wall Street's most diplomatic investment bankers, has adopted the role of elder statesman, taking on the title of chairman of the new group's board-level executive committee. Symbolically, each side will have seven seats on the board.

If they can fit their two businesses together smoothly, it will be a formidable force in the US financial services business. Combined, the two will have a capital base of about \$10.5bn - far bigger than the \$6bn of Merrill Lynch, which is widely acknowledged as having created the most successful full-scale securities and investment banking concern on Wall Street.

It will also have a far more diversified range of businesses than many

others in the industry, potentially giving it greater stability as it seems to grow faster outside the US.

The steady stream of earnings from Dean Witter's credit cards and fund management businesses have already assured its stock a higher rating on Wall Street than Morgan Stanley, whose earnings are dependent on more volatile trading and investment banking businesses.

Of their combined \$12bn of revenues last year, \$2.9bn came from the Discover card and other credit services businesses, and \$1.7bn from the combined asset management operations of the two businesses. They also generated \$1.8bn of commissions between them and \$2.3bn of investment banking revenues.

Richard Waters

Discover card is icing on the merger cake

The fourth-largest US credit card brand has a new owner as a result of the merger of Morgan Stanley-Dean Witter Discover merger.

The Discover card, owned by Dean Witter Discover, has logged steady growth over the past few years, mostly at the expense of American Express, although it may also have cost MasterCard some customers.

From 1990 to 1996, it managed a steady but significant increase in its share of US credit card transaction volume from 4.9 per cent to 6.8 per cent. American Express currently holds 15.9 per cent.

Like the rest of the US credit card industry, it has been affected by the high rate of personal bankruptcies, with bad debt write-offs

running at 6.1 per cent for the fourth quarter of last year, and 5.4 per cent for 1996 as a whole. Both figures are roughly in line with the industry.

However, its total credit card managed loans increased from \$23.98bn to \$29.02bn during the year. Its quirky advertising, emphasising its detailed service and documentation, means it is already well recognised.

Analysts like the fact that it has the advantage of owning its own large volume payment network, and therefore does not have to pay fees to the Visa or MasterCard networks.

The Discover card is also being used as the flagship for a multiple-brand card strategy, based on its proprietary Novus merchant net-



Quirky advertising means the Discover card is already widely recognised

work, and this should allow the company to gain additional benefits of scale.

Like American Express, however, the rules of the Visa and MasterCard banking associations form a barrier to further expansion.

The associations bar member banks from offering either American Express or Discover cards, although these rules are currently being investigated by the US Justice department.

The company has ambi-

tions to expand further, and is now a part owner of Mexico USA, a leading developer of "smart cards" and advanced electronic payment systems.

John Authers

Takeover speculation surrounds Cydsa

By Daniel Dombey
in Mexico City

A question mark is hanging over the future of Cydsa, one of Mexico's leading petrochemical and textile companies.

Cydsa's stock has appreciated by 43 per cent for the year to date - more than any other leading stock on the Mexican exchange - in spite of expectations of modest sales growth. This has led to speculation that an acquisition attempt is imminent.

There are reasons why Cydsa, which has a market capitalisation of \$313m, might be up for sale.

The firm that controls it, Monterrey-based glass manufacturer Vitro, could

improve its balance sheet by disposing of its 49 per cent stake.

Vitro dedicates almost two-thirds of its cash flow to interest on \$1.8bn of debt. This is inhibiting investment at a time when Vitro's near-monopoly in the Mexican glass market is being challenged by Saint-Gobain, the large French group.

"A sale of Cydsa would make sense. Vitro could use the money to pay off its peso debt," said Mr Santiago Piqué, an analyst at Bear Stearns in New York. "There are no real synergies between the two companies."

There are family ties, however. Mr Tomás González Sada, Cydsa chief executive,

is the first cousin of Adrián and Federico Sada González, Vitro chairman and chief executive, respectively.

Until recently, Vitro has refused to contemplate selling Cydsa. But the company now appears to be softening its line. "No decision has yet been made regarding Cydsa," said Mr Hiram Peón, a financial spokesman for Vitro.

For 1996, Cydsa is expected to report operating profits of \$100m, from sales of \$343m. The company expects an increase in sales of between 3 per cent and 4 per cent for the current year.

Total capital expenditure for 1996 was about \$28m.

However, even if Cydsa were for sale, there is still

no clear-cut buyer.

"We have not been buying any shares," said a spokesman at Alfa, the Monterrey-based steel and petrochemical conglomerate. "Cydsa and Alfa are two completely different companies. There are no synergies between the two."

"We have not bought any large amounts of Cydsa shares recently," said a fund manager at Grupo Financiero Inbursa, a financial group owned by Mr Carlos Slim, Mexico's richest businessman and the country's best-known corporate predator. Between the stakes held by Inbursa and his conglomerate Grupo Carso, Mr Slim is estimated to own up to 10 per cent of Cydsa, which

would make him its second biggest shareholder after Vitro.

Some analysts, however, argue that Cydsa's recent rise has been based on fundamentals.

The company recently won water purifying contracts with Pemex, the Mexican state oil monopoly, and it remains a profitable concern in spite of pressure on world petrochemical prices.

Yet a change in the company's ownership could come quickly - and would be unlikely to prove traumatic for the company itself.

"Being associated with Vitro does not give us any kind of competitive advantage," a Cydsa spokesman said.

Barrick posts 25% profits fall for year

By Robert Gibbens
in Montreal

Barrick, the North American gold producer fighting Placer Dome for control of the big Busang deposit in Indonesia, posted fourth-quarter net profit of US\$56m, or 15 cents a share, down from \$78m, or 22 cents, a year earlier.

Gold revenues were \$330m, against \$377m.

For the whole of 1996 earnings were \$218m, or 60 cents a share, down 25 per cent from the \$292m, or 83 cents, booked in 1995. Revenues were \$1.3bn against \$1.23bn.

The 1996 results included a special mine development charge of \$38m, or 10 cents a share.

Gold output in 1996 was 3.15m pounds, up slightly from 1995.

Cash operating costs rose \$13m to \$193m, but will decline in 1997.

Proven and probable reserves at the year-end totalled 51m ounces, up 40 per cent from a year earlier, mainly due to the acquisition of Peruvian and Chilean deposits. Barrick's 1997 production is hedged at \$420 a pound.

The higher reserves would translate into significantly greater production by 1999, Barrick said.

Barrick is reported to be revising its offer to develop the Busang deposit to allow greater Indonesian participation, with the object of meeting the terms of a rival bid from Placer Dome, the Canadian mining group.

Glaxo Wellcome sells US plant

By Daniel Green

Catalytica Fine Chemicals, the Californian drug manufacturer, has agreed to buy a plant from Glaxo Wellcome, and to enter into a five-year sales contract worth \$300m with the UK pharmaceuticals company.

Catalytica has signed a letter of intent to buy the plant in Greenville, North Carolina, thought to be worth around \$150m.

Catalytica said yesterday that the plant currently employed 1,150, and that it intended to keep "the vast majority" of workers there.

Catalytica is also entering into a five-year manufacturing agreement with Glaxo Wellcome.

That would bring Catalytica about \$800m in revenues over the next five years, the US group said.

Dr James Cusumano, Catalytica chief executive,

said: "We would become Glaxo Wellcome's largest supplier."

The deal would be financed by an equity investment from Morgan Stanley Capital Partners, and by debt from "a major global financial institution", Catalytica said.

The rest of the plant would manufacture materials for customers such as Pfizer and Merck of the US, and Novartis of Switzerland.

Catalytica is also to issue Glaxo Wellcome with new shares amounting to an equity stake of less than 5 per cent.

The deal means a rapid increase in size for Catalytica, which puts its 1997 revenues at about \$20m without the latest deal.

The sale is the last big disposal in North America

likely to emerge from Glaxo's takeover of Well-

come two years ago.

Rise in medical costs hurts Aetna

By Lisa Bransten
in New York

Aetna, the US life and health insurer, yesterday reported disappointing fourth-quarter results, largely because of a larger than expected rise in medical costs.

Earnings from continuing operations of \$136.2m were before two one-off charges relating to the acquisition of US Healthcare, which was completed in July.

The operating earnings represented a 12 per cent increase on the \$118.6m earned in the same period

last year. However, operating income was 81 cents a share, compared with \$1.03 made in the same period last year. This was because new shares and preferred stock had been issued since.

Analysts had forecast operating earnings closer to 85 cents a share. The company's shares fell 2%, or 3 per cent, to 78 1/2 in early New York trading.

In the fourth quarter, 83.1 per cent of premium revenue was paid out in medical costs; higher than the 82 per cent of the third quarter, and the 78 per cent paid

out in the same period last year.

Mr Gary Frazier, a healthcare analyst at Bear Stearns, said that the rise in medical costs, combined with a flat pricing environment, accounted for almost all of the earnings shortfall.

The continued inability to contain costs was a problem specific to Aetna, he said.

Revenues grew by 33 per cent to \$4.5bn in the fourth quarter.

This was largely because of a rise in premiums in the Aetna US Healthcare division, which runs the compa-

ny's managed care operations.

After the one-off charges which were largely to cover severance pay and facilities closures - the company made a loss of \$143.8m, or \$1.05 a share, in the quarter.

For the full year, Aetna reported earnings from continuing operations of \$119.2m, or 71 cents a share, on revenues of \$14.8bn.

Aetna earlier this week announced plans to expand internationally with a \$300m investment in Sul America Seguros, Brazil's largest insurance company.

Cisco's results fail to impress Wall St

By Louise Kehoe
in San Francisco

Cisco Systems calmed Wall Street fears of slowing growth in the market for data communications networking equipment by reporting a 73 per cent rise in sales for its second fiscal quarter, ended January 25.

Cisco, the dominant supplier of networking equipment - the "plumbing" of the Internet and private computer networks - reported revenues of \$1.59bn, up from \$918.5m in the same period a year ago. Net income was \$338.5m, or 49 cents a share, against \$209.7m, or 31 cents, for the second quarter of 1996.

Excluding two special items related to acquisitions, Cisco had net income of 51 cents a share for the quarter, slightly above Wall Street estimates of 50 cents.

However, investors remain nervous about the market for networking equipment and Cisco's shares were down yesterday. In mid-session Cisco was trading at \$64 1/2, down 3 1/2% from Tuesday's close. Worries that Cisco's results might not meet expectations had also dragged down shares of competitors, such as 3Com and Bay Networks, on Tuesday.

Concerns about slowing growth in the networking equipment market were unfounded, said Mr John Chambers, Cisco president and chief executive. The market would continue to grow at about 30-50 per cent a year, driven by rapid growth of the Internet and private intranets, he said.

Mr Chambers acknowledged that Wall Street was "skittish" about rapid consolidation in the sector. Cisco, the market leader, was itself planning "10 or 12" acquisitions in this calendar year, he said.

As the industry consolidates, "there will be winners and losers and bigger discrepancies [in the financial performance of various companies]", Mr Chambers said. "The [stock] market likes predictability, and in this sector we expect to see greater volatility."

Analysts had expressed concerns about Cisco's \$4bn acquisition of Stratacom last year. Mr Chambers said, however, Stratacom had booked orders worth \$160m in the second quarter, up from a run rate of \$90m-\$100m last year.

For the year to date, Cisco reported net income of \$519.4m, or 76 cents a share, on revenues of \$3.03bn. In the year-ago period net income was \$391.1m, or 59 cents, on revenues of \$1.72bn.

Apple chief steels himself for tough time

By Louise Kehoe
in San Francisco

With shares of Apple Computer trading near a 10-year low of about \$15, Mr Gil Amelio, chairman and chief executive, yesterday prepared for what promised to be a challenging annual shareholder meeting.

On the eve of the meeting he announced plans to "streamline" Apple's operations and made several management changes. He said the restructuring would involve the "elimination of programmes and positions" but did not make specific expenditure cuts.

The announcement, timed to placate shareholders, could backfire if investors become impatient with the lack of details. Apple employees, many of whom are shareholders and typically attend the annual meeting, may also be restive amid speculative reports of large-scale job cuts.

The mood at this year's meeting is unlikely, however, to match the tension of a year ago, days before Mr Amelio joined the troubled US personal computer company.

At that time, Apple was near to running out of cash. Confidence in management was at an all-time low, and widely-reported takeover talks with Sun Microsystems had just fallen through.

Apple is no longer "in crisis," said Mr George Scallie, chief administration officer, who also joined Apple last year. The company's executives would reach decisions over the next month on

where to pare back operations, he said.

Apple, nonetheless, still faces serious problems. Its share of the world PC market has fallen from nearly 10 per cent a year ago to below 5 per cent. Apple's US sales, in particular, have dropped sharply. According to a report published last week by Dataquest, the market research group, Apple's US shipments dropped 30 per cent in 1996 while total PC sales grew 17.3 per cent.

Losses in the first quarter, which ended December 31, were \$120m and the prospects of a swift return to profitability are fading.

Moreover, Apple still faces the fundamental problem that dogged Mr Amelio's predecessors: its product development costs are far higher than those of competitors in the PC industry because it does not use "industry standard" Intel hardware and Microsoft software.

The reorganisation will help boost sales, Mr Scallie said, by eliminating multiple engineering and marketing teams to focus efforts on core markets including education, business, publishing and consumers.

Mr Amelio also reshaped his executive team. Mr Guillermo De Luca, formerly head of Apple's Claris software subsidiary, will lead the company's new global marketing group.

He also appointed Mr Avie Tevanian, formerly of NeXT, to head software development and Mr Jon Rubinstein, from FirePower Systems, to run hardware product development.

Goodyear and Sumitomo in production pact

By John Griffiths

Goodyear Tyre and Rubber and Sumitomo Rubber Industries of Japan yesterday announced a production-sharing agreement, marking one of the biggest structural shifts in the world tyre industry since the start of the decade.

At the same time, the US tyre group reported its 23rd consecutive quarterly rise in operating earnings - but also one-off charges for the fourth quarter totalling \$672.5m.

These were accounted for mainly by a \$755.6m write-down of the group's All American oil pipeline across the southern US, as part of preparations for the pipeline's sale as a non-core Goodyear operation.

The balance was made up of costs associated with the further rationalisation of tyre and rubber operations world-wide, including the ending of tyre-making in Greece. The effect was to transform Goodyear's fourth-quarter operating profit of \$164m, or \$1.05 a share, into a net loss of \$408.2m, or \$2.63.

Under the production-sharing deal, to be signed in New York next week, Goodyear, the world's third-biggest tyre-maker, will produce Sumitomo-branded tyres for Sumitomo affiliates Dunlop and OHTSU in the US. Sumitomo and its OHTSU subsidiary will produce tyres for Nippon Goodyear, the US group's Japanese subsidiary.

The agreement, initially for three years, covers 2m car and light truck tyres a year, all destined for the replacement market.

Mr Samir Gibara, Goodyear chairman, last night did not rule out extension of the collaboration with Sumitomo

into other activities. "Only time will tell - but the only thing we have now is this agreement; there is nothing beyond it," he said.

The deal provides an indication of the cost and efficiency pressures being felt throughout the world tyre industry. "By better utilising the existing manufacturing assets of both companies, this agreement would avoid creating over-capacity in the industry and reduce the exposure of both companies to future economic cycles in the US and Japan," Mr Gibara said.

For the full year, Goodyear reported earnings of \$674.7m, or \$4.35 a share, before the one-off charges, up from \$611m, or \$4.02 a share in 1995. Net income for the year however fell to \$101.7m, or 66 cents, on sales down from \$13.17bn to \$13.11bn.

Unit tyre sales were up 7.2 per cent over 1995, but Mr Gibara said revenues were impacted adversely by fierce pricing pressures around the world and the strengthening of the dollar.

The company also announced a \$600m stock buy-back programme, designed to give Goodyear better flexibility in funding acquisitions and to optimise shareholder value. Last year, Goodyear spent \$350m acquiring more businesses in its core tyre and rubber products sectors.

With the latest write-down, the sale of the All American pipeline - built for Goodyear during the 1980s at a cost of more than \$1bn - but now valued in Goodyear's books at \$220m - had moved "higher up the agenda", Mr Gibara said.

Restructuring costs were expected to be at a far lower level this year, he said.

Le Groupe Vidéotron Ltée

completed the sale of its 55.6% stake in

Vidéotron Holdings Plc

We acted as exclusive financial adviser to
Le Groupe Vidéotron Ltée in this transaction.

Goldman Sachs International

Regulated by The Securities and Futures Authority

December 1996



Handwritten signature or initials.

Weaker yen lifts sales and profits at Sony


The third quarter was a good one for Sony's entertainment division, particularly its films arm, which has often dragged consolidated sales down in the past. Even in local currency terms, music hits such as Celine Dion's "Falling Into You", and video sales of the movie *Mathilda* lifted sales in Sony's music and movie divisions by 13 per cent and 35 per cent, respectively.

Analysts were divided over short-term prospects for the group. "While results are in line or a little better than expectations, the good news is really to come through in 1997 because of ongoing expansion of the customer

As evidence, they pointed to higher outgoing telephone traffic growth of 20.2 per cent in 1996, compared with 13.2 per cent a year earlier.

However, the benefits of such a plan are limited because cable penetration in Japan is still low, analysts said.

This announcement appears as a matter of record only.




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December 1996

COMPANIES AND FINANCE: UK

Compromise move agreed in attempt to ease volatility in shares of demerged companies

Grey market for BG and Centrica

By Robert Corzine

A grey market is due to start on Monday in the shares of BG plc and Centrica, the two companies created by the demerger of British Gas on February 17.

The London Stock Exchange has approved the scheme, which was put forward by brokers led by SG Warburg. It will begin one day before the company holds an extraordinary general meeting to approve the demerger.

British Gas and Schroders, which is sponsoring Centrica's introduction to the London market, have reluctantly gone along with the grey market, although neither has formally endorsed it.

Industry analysts have published a wide range of valuations for the companies, whose demerger is accompanied by an unusually large number of regulatory and competitive uncertainties. Marketmakers had wanted



a grey market to begin three weeks before the start of official trading. A compromise put forward by the exchange will limit its operation to one week.

Analysts yesterday wel-

comed the grey market, which they hoped would give investors some "clarity" about the likely direction of shares. "It will help settle things down and allow institutions to focus on the val-

uation issue," said one.

The wide range of valuations has prompted some concern over the potential volatility of the shares of the companies after the demerger. Valuations for BG plc,

the bigger of the two, stretches from about 117p to a high of 240p. The range for Centrica is 40p to 81p a share, with most valuations in the 40p-60p bracket.

One analyst said he hoped

the grey market would help calm concerns about Centrica, British Gas's domestic trading, distribution, service and retail arm. He pointed to a possible convergence of technical factors that could make it a particularly volatile share on February 17.

British Gas's decision not to seek a US listing for Centrica means many US funds will be forced to sell the shares. Any US sell-off could be exacerbated by the withdrawal of UK income funds because Centrica will not pay a dividend. In addition, uncertainty that Centrica might not qualify for the FTSE 100 could cause tracker funds to sell at the same time.

Trading volumes are also likely to be thin, and therefore any prices that emerge may not be an accurate benchmark for formal trading. "My concern is that the price from the grey market may not send any signal at all," said one executive involved in the demerger.

Pru caps bid for Scottish Amicable

By Christopher Brown-Humes

Prudential, the UK's leading life insurer, opened a bidding war for Scottish Amicable yesterday, with a £1.9bn (\$3.07bn) offer which capped that from Abbey National last week.

Policyholders would get an average of £363 in cash or shares, with a similar amount added to their policies. The combined group

would have more than £100bn of funds under management.

Abbey said it would consider improving its terms, which value the mutual life insurer at up to £1.4bn.

Observers said an auction behind closed doors was now likely. They said National Westminster Bank, Fortis of the Netherlands, and AMP, Australia's biggest life insurer, were among the most likely participants.

Scottish Amicable invited "definitive offers" from some of the "half dozen" companies which have approached it but refused to concede that its days as an independent company were over. It postponed sending out details of its own criticised demutualisation proposals for at least two weeks.

The Pru would give Scottish Amicable's 1.1m policyholders £800m in cash, shares and bonuses and

inject £1.1bn into Amicable's with-profits life fund.

Half of the windfall which policyholders receive would be in cash or shares. They would also get £150m in bonuses added to policies immediately and at least £250m more on maturity. The bonus funding comes from a £400m distribution of surplus assets from within Scottish Amicable's life fund. Abbey plans to distribute at least £400m to policy-

holders and Scottish Amicable at least £275m.

Analysts said the Prudential may have launched a knock-out blow, because of the way it was using the strength of its life fund to support its offer. "It's difficult for anyone else to come in," said Mr Roman Cizdyn, insurance analyst with Merrill Lynch. Prudential's shares rose 14p to 554.5p.

Lex, Page 16

Safeway in talks with Wellworth

By Peggy Hollinger and John Murray-Brown

Safeway is believed to be discussing a joint venture with Northern Ireland's second largest supermarket chain that would allow it to leapfrog its larger rivals in the province, J Sainsbury and Tesco.

Safeway is thought to be having initial talks with Fitzwillton, the investment vehicle of Heinz chief, Mr Tony O'Reilly, which owns 97 per cent of the Wellworth supermarket group with 21 per cent of the Northern Irish market.

Analysts estimate that a 50 per cent stake in Wellworth could cost between £30m and £100m (£162m).

Fitzwillton built up its stake in Wellworth between 1992 and 1994 at a cost of £122m. The supermarket group last year had sales of about £300m.

Fitzwillton shares yesterday jumped 10p to 57½p on rumours of a deal and Safeway's rose 11½p to 39½p.

All the main UK multiples have been attracted to the province since the IRA ceasefire in August 1994. The supermarket sector in particular, estimated to be worth £1.6bn a year, is viewed as underdeveloped in terms of product ranges and technology.

Safeway is thought to have approached Wellworth over a possible deal when it became clear that J Sainsbury and Tesco were having difficulty obtaining planning permission for sites in Northern Ireland.

Sainsbury is facing planning inquiries on three sites and was forced by a High Court action to halt construction of a store at Coleraine following objections from local traders. Tesco has a small Metro store in Belfast City centre and is looking at two other sites.

Analysts said yesterday that a joint venture could be attractive to both parties. It would give Safeway the chance to increase market share and would circumvent the difficulties encountered by its larger rivals.

Wellworth would benefit from Safeway's buying power in a market which is expected to become increasingly competitive.

Prices are substantially higher in Northern Ireland than in the rest of the UK and analysts estimate that a Safeway/Wellworth combination could bring them down by up to 5 per cent.

This would give Wellworth a significant advantage on pricing over Sainsbury, the rival domestic supermarket group owned by Associated British Foods, which controls about 22 per cent of the market.

Triplex defeated in bitter battle for Cook

By Richard Wolfe Midlands Correspondent

Triplex Lloyd yesterday acknowledged defeat in its bitter takeover battle to win control of William Cook, the steel castings group.

Triplex was unable to raise its offer to beat the rival bid by the management

buy-out team led by Mr Andrew Cook, chairman and chief executive of William Cook. The withdrawal marks an end to the 12 week struggle between the two castings companies which has been marred by personal attacks by both sides and allegations of smear tactics.

Mr Colin Cooke, chairman

of Triplex Lloyd, said: "We correctly identified that William Cook was an undervalued company and would like to have acquired it at a price that we could have justified to our shareholders. In the event, this was not possible."

Triplex had been trying to win support among shareholders for a new offer since

Mr Cook launched his management buy-out bid two weeks ago. Mr Cook's recommended cash offer of 425p a share values William Cook at £79.5m, compared to Triplex's cash and shares package worth £73.7m. Triplex said its 39p a share offer would lapse on Friday.

Triplex's withdrawal rep-

resents a personal victory for Mr Andrew Cook, who was expected to lose control of the company founded by his great-grandfather.

Under the terms of the buy-out, backed by Electra Fleming, Mr Cook will have a 14 per cent stake in the new company, to be called Steel Castings Investments.

Rodamco left in Imry talks

By Andrew Taylor

Rodamco, the Dutch property investment fund, has emerged as the sole remaining bidder for Imry Holdings, the development company rescued by Barclays in 1992.

The bank confirmed yesterday that negotiations with other potential purchasers had ceased, leaving Rodamco in pole position. It is believed to be discussing an offer worth up to £450m (£725m).

Other potential bidders are understood to have been prepared to pay no more than £400m-£420m for Imry, which owns the 500,000 sq ft Shires shopping centre in Leicester and a large retail development site in Southampton.

Mr Elliott Bernard, chairman of Chelsfield, the UK property group, said: "We are not prepared to chase values beyond those with which we are comfortable on a long term basis. We were front runners until late last week, but have rigorous views about returns to our shareholders, particularly where development exposure is concerned."

One concern was the cost of developing the Southampton site, where Imry won planning permission for a 12m sq ft development.

A sale to Rodamco, however, may still be some way off, with due diligence yet to be completed and detailed negotiations only just under way.

Rodamco, part of Robeco, the Dutch fund management group, owns assets approaching \$5bn. About 60 per cent of its portfolio is in retail properties.



SPOT THE REFUGEE

There he is. Fourth row, second from the left. The one with the moustache. Obvious really.

Maybe not. The unsavoury-looking character you're looking at is more likely to be your average neighbourhood slob with a grubby vest and a weekend's stubble on his chin.

And the real refugee could just as easily be the clean-cut fellow on his left.

You see, refugees are just like you and me.

Except for one thing.

Everything they once had has been left behind. Home, family, possessions, all gone. They have nothing.

And nothing is all they'll ever have unless we all extend a helping hand.

We know you can't give them back the things that others have taken away.



United Nations High Commissioner for Refugees

We're not even asking for money (though every cent certainly helps).

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UNHCR Public Information
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1211 Geneva 2, Switzerland

LEX COMMENT

Imry

One of the last of the ship-

wrecked property buccan-

eers of the 1980s looks set

to be raised from its credi-

tors. Imry Properties

would join Stanhope, Grey-

coat and Randworth

Trust on the list of those

that returned from the

dead. And Barclays Bank,

the current owner, will be

relieved to be rid of it, hav-

ing found itself as sole

banker to a collapsed

leveraged buy-out. With

negotiations running at

around £450m for Imry,

Barclays could even take a

healthy hook profit -

although it previously made

£240m of provisions against

the investment.

The identity of the likely

buyer, Rodamco, will bring

back happy memories. The

Dutch property fund was

the aggressor in the UK's

last big hostile property bid,

for Hammerson - its 1989

offer still comfortably ex-

ceeds Hammerson's market

value. Furthermore, it is

the first overseas investor

to take on a substantial

development project since

Imry's heyday days. This

suggests considerable

confidence in the property

market recovery. After all,

Imry's 800,000 sq ft retail

development in Southampton

will require £200m of addi-

tional capital.

It is this project which is

the key to making a profit

from Imry. And with shop-

ping centre rents finally

rebounding, demand for

the few development sites

with planning permission

is high. Nonetheless, this

is a problematic site and

valuations look demanding.

With so many reminders of

the 1980s, it is no wonder

Chelsfield's shares rose on

news that it was out of

the hiding.

Rodamco

Share price relative to the

CDS General Index

140

120

100

80

60

40

20

0

1980/2 80 85 90 92 94 96

Source: Datastream

NEWS DIGEST

I&S 'surprise' at Fleming

Ivory & Sime, the Edinburgh-based fund manager, said yesterday it was surprised at suggestions that Fleming Investment Trust Management was looking at the possibility of taking over its funds under management.

Mr Daniel Godfrey, marketing director of Fleming, said "Fleming is always interested in acquiring new management contracts". He added that over the past two years Fleming had "acquired the management contracts of two trusts".

He said Fleming had "no plans with regard to I&S," but one executive said that "slide rules are also being run over I&S in case a bid gets on to the agenda".

James Buxton in Edinburgh and William Lewis in London

Jacobs takes Ropner

Ropner, the shipping, property and engineering group, yesterday succumbed to a revised £33.8m (\$54.8m) bid from rival Jacobs Holdings, signalling the demise of one of the few survivors of Britain's once important merchant shipping sector. Nearly three months after Jacobs mounted an all-share offer valuing the target at £27m, it raised its offer and introduced a cash element. Ropner's board, which includes three of the founder's great-grandsons, recommended the revised bid.

The offer is three new Jacobs shares and 302.75p cash for four Ropner shares. At yesterday's closing price of 91½p, up ¼p, it values each Ropner share at 144p.

Ropner's shares closed up 12p at 142p.

Jacobs is also offering a partial cash alternative, allowing shareholders to take half their share entitlement in cash. UBS is underwriting the cash alternative at 84p a share.

At yesterday's closing price, the cash alternative also valued each Ropner share at 142p. A total of £22m cash will be available to Ropner shareholders.

Motoko Rich in London and Chris Tighe in Newcastle

Scott Pickford meeting

The board of Scott Pickford, the UK oil consultancy at the centre of a tussle between US and Australian rivals, will meet on Friday to consider which of the two offers to recommend. Mr Don Scott, chairman, said he was also seeking clarification about an extraordinary meeting which was requested on January 30 by Mr Anthony Phipps who holds 24 per cent of Scott's stock.

Mr Phipps has alleged that Scott Pickford disregarded shareholders' interests by going ahead with a share exchange with Aerodata Holdings, the Australian oil services group, at a time when Core Laboratories, the US oil consultancy, had made a higher bid.

Core yesterday said its 59p per share cash offer, which values Scott at £7.46m, was conditional upon a recommendation by this Friday. It is also conditional upon acceptances from 90 per cent of Scott's shareholders.

Michael Lindemann

LucasVarity disposal

LucasVarity, the Anglo-US engineering group, yesterday announced the first disposal as part of its £250m (\$400m) restructuring. The company - which last December said it would be selling 13 non-core subsidiaries - has sold its 50 per cent holding in Lucas Yuasa, its automotive battery business, to its joint venture partner Yuasa Corporation of Japan. LucasVarity did not disclose the value of the deal.

Citibank recruits Newman

First Direct, the Midland Bank subsidiary which pioneered telephone banking in the UK, is to lose its chief executive to the US. Mr Kevin Newman, chief executive of First Direct since 1991, is to move to Citibank in New York to develop the bank's global telephone banking operation. Midland, itself a subsidiary of HSBC Holdings, said yesterday Mr Newman's departure was amicable. Mr Graham Picken, First Direct's chairman, will take on a broader executive role. Mr Andrew Armistead, the 36 year old director of information technology - a role Mr Newman once held - will step up to the position of chief operating officer.

George Graham

RESULTS

	Turnover (£m)	Pre-tax profit (£m)	EPS (p)	Current payment (p)	Date of payment	Dividends	Total for year	Total last year
Betacom	5 mths to Dec 31	24.9 (8.92)	1.26 (0.257)	1.62 (0.36)	0.2	Apr 7	-	-
BSkyB	5 mths to Dec 31	385.8 (464)	133.7 (106.3)	7.1 (5.6)	2.75	Apr 4	2.5	5.5
Barclays	Yr to Oct 31	164.7 (67.1)	9.27 (3.25)	18.31 (22.4)	7.25	Apr 18	7.25	11
Highlight	Yr to Oct 31	96.7 (80.4)	4.37 (3.44)	2.82 (2.1)	0.55	Apr 11	0.58	0.85
Sire Business	5 mths to Oct 31	81.2 (57.3)	5.01 (4.82)	8.71 (5.78)	2.25	Apr 15	2.25	3.38
		2.81 (1.35)	0.235 (0.131)	0.891 (1)	0.0228	Mar 6	-	-

	Turnover (£m)	Attributable earnings (£m)	EPS (p)	Current payment (p)	Date of payment	Dividends	Total for year	Total last year
Angerstein UFW	5 mths to Nov 30	107.53 (101.4)	1.94 (1.85)	1.64 (1.33)	1.2	Mar 5	1.1	2.8
Yooman	Yr to Dec 31	333.1 (298.5)	3.83 (3.9)	15.55 (15.85)	2.5	Apr 4	2.5	14.4

Earnings shown basic. Dividends shown net. Figures in brackets are for corresponding period. After exceptional charge. After exceptional credit. For increased capital. All stock. *Makes 0.0448p to date. All May 31. *Taking zero dividend preference shares of terming redemption value.

Handwritten note: 1997/98

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Views differ on reform of derivatives

Of more immediate concern to the market was the new supply to be sold next week as part of the Treasury's quarterly refunding operations. The Treasury said it planned to raise about \$31.75bn next week through the sale of \$17.75bn in three-year notes, \$12bn in 10-year notes and \$10bn in 30-year bonds.

100	112½	113½	6.23	Malaysian P&G 0.00	500	98.75	98.25	3.8285
100	105½	106½	5.78	Malaysian P&G 0.00	500	98.80	100.00	3.9975
100	105½	106½	5.78	New South 0.50	500	100.00	100.07	5.6875
100	105½	106½	5.78	Orano 0.50	2000	102.15	100.22	5.5000
100	112½	113½	6.23	Quebec 0.50 DM	2500	103.28	100.36	3.1875
100	108½	109½	6.21	Quebec Hydro 0.50	500	98.78	98.01	5.9938
100	108½	109½	6.21	Renta 0.50	500	98.74	100.00	5.4975

COMMODITIES AND AGRICULTURE

Conference on investment told that mining legislation should be changed

African countries urged to reform tax

By Mark Ashurst
in Cape Town

African countries needed to make substantial changes to their tax regimes if they were to attract their fair share of foreign capital for mining projects, Mr Bobby Danchin, chairman of Anglo American Corporation's new mining business unit, said yesterday.

He suggested at the Investing in Africa conference in Cape Town that, in spite of big economic and political reforms throughout Africa in the past 10 years, the implementation of reforms to mining legislation and the removal of fiscal barriers still had a long way to go.

"There has been much talk about the establishment of an environment that encourages the exploitation and exploration of minerals," he said. "Here, especially, implementation lags far behind good intention."

"Africa is still uncompetitive on a global basis because of fiscal impositions," he insisted. "Governments should be aware of the very considerable amounts of direct revenue which will be raised from exploration, capital investment and mining operations."

The key to attracting mining investment is to provide tax incentives on mining profits.

Mr Dennis Tucker of Fleming Martin in Johannesburg, also told the conference that mining investment failed to reflect the continent's geological potential.

"Africa is headed on the straight and narrow with rapid moves aimed at turning its mineral wealth to account," he said. "[But] it has still to get its fair share of worldwide investment."

In terms of exploration budgets, Africa, with an 11.9 per cent share, lagged behind Latin America (27.3 per cent), Australia (18.9 per cent) and Canada (18.1 per cent).

Investors recognised the potential in Africa and were paying between \$36 and \$113 a tonne for gold reserves owned by companies in the region. That compared with the \$33 an ounce of reserves being paid for good quality South African producers and explained why South African companies were spending heavily on exploration elsewhere.

Mr Tucker estimated that the big South African groups would spend nearly \$100m this year in Africa.

South African interest was motivated in part by the decline of the domestic gold industry, which had failed to sustain the productivity improvements required to offset rising costs at deep level mines.

Revenues had increased by a quarter last year, largely as a result of the weaker rand, but this had been eroded by a 20 per cent increase in production costs.

"Only the weak rand and strong rand gold price rescued income. The early productivity initiatives would not have bailed out the industry," said Mr Tucker.

The bulk of global mining financing has shifted from its traditional base in London to Toronto, claimed Mr Michael Wilson, vice chairman of RBC Dominion Securities, Canada's biggest investment bank, at a dinner held in connection with the conference. Canada had seen spectacular growth in equity fund raising for global mining projects.

Mr Wilson said mining equity finance raised on the Toronto Stock Exchange last year reached US\$4bn, some 3.5 times more than the next global market, Australia, where the equivalent of US\$1.1bn was raised.



Investment has failed to reflect the continent's potential

Cereal growers encouraged to save wildlife

By Alison Meitland

Leading conservation groups in the UK yesterday expressed enthusiasm for a government-funded pilot programme to encourage cereal farmers to change their practices to help save wildlife.

"This is really good news," said Mr Dick Potts, director general of The Game Conservancy Trust, an independent charity. "The scheme will mean there will be tens of thousands more birds, hundreds of thousands more wild flowers and millions more beneficial insects."

The programme provides a vision of reforms to the European Union's Common Agricultural Policy, which would switch funding from cereal production to environmental objectives.

There have been serious declines in many species of farmland wildlife in the past 25 years. The population of the tree sparrow has dropped by 88 per cent, grey partridge by 82 per cent, and lapwing by 62 per cent.

Mr Potts said large-scale cereal growers would be compensated for losses in direct support payments from Brussels for the small reduction in the area they cultivated with crops.

They would need to make only minor adjustments.

These include leaving cereal stubble in some fields rather than ploughing it in; reviving the practice of sowing grass and clover mix which remains in the field once spring-planted cereals are harvested; avoiding spraying borders of fields with herbicides and insecticides; and keeping narrow strips across fields unsprayed.

These measures would encourage insects and provide food and shelter for wildlife. "It's a brilliant integrated package," said Mr Potts. He said research showed that chemical sprays were not universally harmful for wildlife.

"The problem with herbicides is in removing a handful of species of broad-leaved weeds which support important insects," he said. "Fungicides by-and-large are OK. Insecticides have no adverse impact in the autumn but they do in the summer."

The Royal Society for the Protection of Birds welcomed the programme and changes to the Environmentally Sensitive Areas scheme to encourage arable farmers to keep stubble in the interests of birds.

Newsprint producers delay rise in prices

By Robert Gibbens
in Montreal

Four big Canadian newsprint producers, facing customer resistance, have delayed a US\$75 a tonne increase to March 1.

The increase to US\$575 had been due to come into force on February 1. The companies - Avenor, Stone Consolidated, Abitibi Price and Donohue Market - said conditions were not yet right for the increase.

Analysts believe the rise will not take hold fully until late summer because North American inventories are still relatively high.

"The newsprint market is not ready for the \$75 increase now, but it should stick by March 1," said Mr Rick Petersen, a senior Avenor sales executive.

He said inventories were down at publisher and producer levels after long mill shutdowns over Christmas and New Year at all big Canadian producers.

Newsprint prices usually follow softwood pulp trends, and pulp producers see a firming trend, with strong Asian demand helping to absorb world supplies.

North American softwood kraft (BNSF) is expected to rise from \$625-\$650 a tonne to \$650 by the end of the year, said Mr Frank Dottori, president of Tembec, an eastern Canada producer of specialty pulps exported worldwide.

But many insist the newsprint market will not take the full 15 per cent increase on March 1. Mr John Miller, analyst with Canaccord Capital, said a \$30 increase is more likely to stick.

Investors, however, are taking a more optimistic view on the outlook for newsprint producers after last year's market sell-off. Avenor, Stone, Donohue and Abitibi shares are all near their 52-week highs.

Copper's rise leads general increase in LME prices

MARKETS REPORT

By Kenneth Gooding, Susanna Boyle and Robert Corzine

Copper for immediate delivery on the London Metal Exchange rose 3 1/2 per cent and led a general increase in LME prices. The premium for copper for immediate delivery over three-month metal moved back above \$200 a tonne, to \$215, and three-month copper was \$240 at the close, up \$36 a tonne from Tuesday's close.

Traders suggested the market's tightness could continue for another two weeks.

Zinc burst through a technical resistance point to reach \$1,190 a tonne, but eased back to close at \$1,184, up \$15. At the American Zinc Association conference, Mr Geoff Mason, analyst with the CRU International consultancy, said the price might jump to \$2,000 in the next two years. He would expect zinc for immediate delivery to reach \$1,400 by this time next year and \$1,600 in 1998.

On the London bullion market, gold traded below \$343 a troy ounce for the first time in 46 months, touching \$342.25 at one point. Some traders suggested aggressive selling by Australian producers anxious to lock in forward prices prompted the downward momentum. At the afternoon "fix" in London gold was \$343.40, compared with \$345.70 at the Tuesday afternoon "fix".

Mr Laure Kaprielian, analyst at Flemings Global Mining Group, said: "Sentiment remains weak.

Investors could well remain cautious about re-entering the market until they are convinced that prices have bottomed."

Shipping rates rose yesterday, with the Baltic Freight Index rising 12 points to 1,397. The index, a reflection of the dry cargo shipping market, has been falling because of oversupply of vessels.

Mr Basil Mavrouleou, chairman of the Baltic Freight Index committee, said the index had moved up because Atlantic Panamax grain rates were firmer. He said

he expected the improvement to last in the short term.

However, Clarkson Wolff, the shipping broker, said the market remained confused about future direction. "It is not clear whether this is 'spot' booking before the Chinese New Year holidays, or this is the start of a sustained recovery in the market," it said.

Oil prices were flat for much of yesterday's trading after the latest report on US crude and refined product inventories failed to give the market a firm lead.

Brent Blend for March delivery was quoted at \$22.41 a barrel in late London trading, 2 cents down on its close on Tuesday.

American Petroleum Institute figures showed a 4.1m barrel drawdown in middle distillate stocks, including heating oil - one of the main influences on the direction of oil and product markets over the past three months. But the data also showed stocks above the level of a year ago, suggesting there is increasingly adequate cover for any late cold spell.

COMMODITIES PRICES

BASE METALS

LONDON METAL EXCHANGE
(Prices from Antismelted Metal Trading)

ALUMINIUM, 99.7 Purity (\$ per tonne)

	Close	High	Low	Settle
Previous	1605.00	1625.00		
High/Low	1585.00/1594.00	1635.00/1615.00		
AM Official	1594.00/1594.00	1615.00/1615.00		
Kerb close	1631.32			
Open int.	247,549			
Total daily turnover	63,324			

ALUMINIUM ALLOY (\$ per tonne)

	Close	High	Low	Settle
Previous	1515.00	1535.00		
High/Low	1500.00/1505.00	1525.00/1525.00		
AM Official	1500.00/1500.00	1525.00/1525.00		
Kerb close	1535.40			
Open int.	5,377			
Total daily turnover	2,129			

LEAD (\$ per tonne)

	Close	High	Low	Settle
Previous	674.75	682.5-63.0		
High/Low	665.75/675.00	677.00/677.00		
AM Official	665.00/665.00	677.00/677.00		
Kerb close	675.77			
Open int.	37,400			
Total daily turnover	6,390			

NICKEL (\$ per tonne)

	Close	High	Low	Settle
Previous	7690.00	7790.00		
High/Low	7690.00/7690.00	7790.00/7790.00		
AM Official	7690.00/7690.00	7790.00/7790.00		
Kerb close	7690.00			
Open int.	51,101			
Total daily turnover	12,661			

TIN (\$ per tonne)

	Close	High	Low	Settle
Previous	5810.00	5905.00		
High/Low	5800.00/5800.00	5905.00/5905.00		
AM Official	5790.00/5790.00	5905.00/5905.00		
Kerb close	5800.00			
Open int.	15,285			
Total daily turnover	2,548			

ZINC, special high grade (\$ per tonne)

	Close	High	Low	Settle
Previous	1157.5-69.5	1186.00		
High/Low	1151.5-2.5	1171.00		
AM Official	1151.5-2.5	1171.00/1171.00		
Kerb close	1171.00			
Open int.	88,789			
Total daily turnover	10,685			

COPPER, grade A (\$ per tonne)

	Close	High	Low	Settle
Previous	2449.50	2527.00		
High/Low	2385.00/2385.00	2527.00/2527.00		
AM Official	2385.00/2385.00	2527.00/2527.00		
Kerb close	2449.50			
Open int.	148,065			
Total daily turnover	99,134			

LME AM Official 2 1/2 rates: 1.8292

LME Closing 2 1/2 rates: 1.8095

Spot 1.8077 3 mths: 1.8248 6 mths: 1.8149 12 mths: 1.8293

HIGH GRADE COPPER (COMEX)

	Settle	High	Low	Settle
Feb	110.00	110.00	105.00	385.2321
Mar	107.75	107.75	102.00	7,761.2282
Apr	106.75	106.75	100.00	25.1277
May	105.25	105.25	98.00	394.7006
Jun	104.10	104.10	95.00	10.792
Jul	103.05	103.05	90.00	31.4584
Total				4,788.9128

PRECIOUS METALS

LONDON BULLION MARKET
(Prices supplied by N M Rothschild)

	Gold (Troy oz)	5 pence	8 pence	9 pence
Close	343.00/343.00			
Opening	343.00/343.00			
Morning fix	343.15	211.260	489.915	
Afternoon fix	343.40	210.328	490.135	
Day's High	344.00/344.00			
Day's Low	341.00/341.00			
Previous close	345.00/345.00			

Local LME Gold Selling Rates (Vs US\$)

	1 month	3 mths	6 mths	12 mths
Spot	3.67	3.68	3.69	3.70
1 month	3.67	3.68	3.69	3.70
3 mths	3.67	3.68	3.69	3.70

Silver Fix

	p/oz	US cts	Settle
Spot	298.45	485.50	
3 months	302.50	491.20	
6 months	306.75	497.20	
1 year	315.70	509.50	

Gold Coins

	5 pence	8 pence	9 pence
1 year	315.70	509.50	
3 mths	306.75	497.20	
6 mths	302.50	491.20	
12 mths	298.45	485.50	

New Sovereign

	Settle	High	Low	Settle
Feb	110.00	110.00	105.00	385.2321
Mar	107.75	107.75	102.00	7,761.2282
Apr	106.75	106.75	100.00	25.1277
May	105.25	105.25	98.00	394.7006
Jun	104.10	104.10	95.00	10.792
Jul	103.05	103.05	90.00	31.4584
Total				4,788.9128

PRECIOUS METALS continued

GOLD COMEX (100 Troy oz; \$/troy oz)

	Settle	High	Low	Settle
Feb	345.00	345.00	340.00	6,694
Mar	346.40	346.40	341.00	25,808
Apr	348.00	348.00	343.00	95,508
May	351.00	351.00	346.00	149,672
Jun	353.40	353.40	348.00	5,363
Jul	355.90	355.90	350.00	59,183
Total				34,195,947

PLATINUM NYMEX (50 Troy oz; \$/troy oz)

	Settle	High	Low	Settle
Feb	356.1	356.1	354.0	1,395.20423
Mar	357.0	357.0	355.0	1,395.20423
Apr	360.3	360.3	358.0	18.2277
May	362.6	362.6	360.3	3.1082
Jun	364.8	364.8	362.6	1,364.8347
Total				1,364.8347

PALLADIUM NYMEX (100 Troy oz; \$/troy oz)

	Settle	High	Low	Settle
Feb	129.75	129.75	128.00	1,149.0293
Mar	131.06	131.06	129.00	265.2088
Apr	132.25	132.25	130.00	2.30
May	133.50	133.50	131.00	2.30
Total				1,364.8347

SILVER COMEX (5,000 Troy oz; \$/troy oz)

	Settle	High	Low	Settle
Feb	483.8	483.8	481.5	25.14
Mar	487.2	487.2	485.0	8,647.55857
Apr	491.5	491.5	489.5	316.13082
May	495.3	495.3	493.0	67.8496
Jun	500.5	500.5	498.5	29.3000
Jul	507.8	507.8	505.5	16.4829
Total				8,915.9088

ENERGY

CRUDE OIL NYMEX (1,000 barrels; \$/barrel)

	Settle	High	Low	Settle
Mar	24.11	24.23	23.80	41,305.7521
Apr	23.71	23.80	23.41	16,747.44182
May	23.24	23.32	22.94	1,227.2020
Jun	22.84	22.92	22.52	3,684.33231
Jul	22.54	22.62	22.24	1,553.16100
Aug	22.15	22.23	21.85	1,384.13445
Total				76,988,358.73

CRUDE OIL ICE (\$/barrel)

	Settle	High	Low	Settle
Mar	22.58	22.63	22.34	12,765.44,305
Apr	22.11	22.15	21.85	7,495.40,629
May	21.70	21.75	21.40	1,813.18,304
Jun	21.35	21.38	21.05	848.16,597
Jul	20.97	21.00	20.65	40.12,232
Aug	20.78	20.80	20.57	186.3,116
Total				20,877.182,188

FT MANAGED FUNDS SERVICE

Year	Number of cases	Rate per 100,000	Rate per 100,000 (95% CI)
1990	1,000	1.0	0.8-1.2
1991	1,100	1.1	0.9-1.3
1992	1,200	1.2	1.0-1.4
1993	1,300	1.3	1.1-1.5
1994	1,400	1.4	1.2-1.6
1995	1,500	1.5	1.3-1.7
1996	1,600	1.6	1.4-1.8
1997	1,700	1.7	1.5-1.9
1998	1,800	1.8	1.6-2.0
1999	1,900	1.9	1.7-2.1
2000	2,000	2.0	1.8-2.2
2001	2,100	2.1	1.9-2.3
2002	2,200	2.2	2.0-2.4
2003	2,300	2.3	2.1-2.5
2004	2,400	2.4	2.2-2.6
2005	2,500	2.5	2.3-2.7
2006	2,600	2.6	2.4-2.8
2007	2,700	2.7	2.5-2.9
2008	2,800	2.8	2.6-3.0
2009	2,900	2.9	2.7-3.1
2010	3,000	3.0	2.8-3.2
2011	3,100	3.1	2.9-3.3
2012	3,200	3.2	3.0-3.4
2013	3,300	3.3	3.1-3.5
2014	3,400	3.4	3.2-3.6
2015	3,500	3.5	3.3-3.7
2016	3,600	3.6	3.4-3.8
2017	3,700	3.7	3.5-3.9
2018	3,800	3.8	3.6-4.0
2019	3,900	3.9	3.7-4.1
2020	4,000	4.0	3.8-4.2

Ex 116 - Cont'd.

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INVESTMENT TRUSTS - Cont.

	Notes	Prior
Maintenance 2nd Endor *	1481	1469
2nd Endor 2009 *	161	160
Maintenance Sails *	788	788
Rocks Of Arco *	34	34
Lane Deception *	114	114
Deception & Gun Recovery *	34	34
Weapons *	112	112
Lie Detector Upgrade *	161	161
Lam Of SI Lawrence *	209	209
Loudspeaker *	180	180
Maintenance UK Ind *	161	161
Main Current Euro *	51	51
Warranties *	788	788

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	1987	1986	1985	1984	1983	1982	1981	1980	1979	1978	1977	1976	1975	1974	1973	1972	1971	1970	1969	1968	1967	1966	1965	1964	1963	1962	1961	1960	1959	1958	1957	1956	1955	1954	1953	1952	1951	1950	1949	1948	1947	1946	1945	1944	1943	1942	1941	1940	1939	1938	1937	1936	1935	1934	1933	1932	1931	1930	1929	1928	1927	1926	1925	1924	1923	1922	1921	1920	1919	1918	1917	1916	1915	1914	1913	1912	1911	1910	1909	1908	1907	1906	1905	1904	1903	1902	1901	1900	1899	1898	1897	1896	1895	1894	1893	1892	1891	1890	1889	1888	1887	1886	1885	1884	1883	1882	1881	1880	1879	1878	1877	1876	1875	1874	1873	1872	1871	1870	1869	1868	1867	1866	1865	1864	1863	1862	1861	1860	1859	1858	1857	1856	1855	1854	1853	1852	1851	1850	1849	1848	1847	1846	1845	1844	1843	1842	1841	1840	1839	1838	1837	1836	1835	1834	1833	1832	1831	1830	1829	1828	1827	1826	1825	1824	1823	1822	1821	1820	1819	1818	1817	1816	1815	1814	1813	1812	1811	1810	1809	1808	1807	1806	1805	1804	1803	1802	1801	1800	1799	1798	1797	1796	1795	1794	1793	1792	1791	1790	1789	1788	1787	1786	1785	1784	1783	1782	1781	1780	1779	1778	1777	1776	1775	1774	1773	1772	1771	1770	1769	1768	1767	1766	1765	1764	1763	1762	1761	1760	1759	1758	1757	1756	1755	1754	1753	1752	1751	1750	1749	1748	1747	1746	1745	1744	1743	1742	1741	1740	1739	1738	1737	1736	1735	1734	1733	1732	1731	1730	1729	1728	1727	1726	1725	1724	1723	1722	1721	1720	1719	1718	1717	1716	1715	1714	1713	1712	1711	1710	1709	1708	1707	1706	1705	1704	1703	1702	1701	1700	1699	1698	1697	1696	1695	1694	1693	1692	1691	1690	1689	1688	1687	1686	1685	1684	1683	1682	1681	1680	1679	1678	1677	1676	1675	1674	1673	1672	1671	1670	1669	1668	1667	1666	1665	1664	1663	1662	1661	1660	1659	1658	1657	1656	1655	1654	1653	1652	1651	1650	1649	1648	1647	1646	1645	1644	1643	1642	1641	1640	1639	1638	1637	1636	1635	1634	1633	1632	1631	1630	1629	1628	1627	1626	1625	1624	1623	1622	1621	1620	1619	1618	1617	1616	1615	1614	1613	1612	1611	1610	1609	1608	1607	1606	1605	1604	1603	1602	1601	1600	1599	1598	1597	1596	1595	1594	1593	1592	1591	1590	1589	1588	1587	1586	1585	1584	1583	1582	1581	1580	1579	1578	1577	1576	1575	1574	1573	1572	1571	1570	1569	1568	1567	1566	1565	1564	1563	1562	1561	1560	1559	1558	1557	1556	1555	1554	1553	1552	1551	1550	1549	1548	1547	1546	1545	1544	1543	1542	1541	1540	1539	1538	1537	1536	1535	1534	1533	1532	1531	1530	1529	1528	1527	1526	1525	1524	1523	1522	1521	1520	1519	1518	1517	1516	1515	1514	1513	1512	1511	1510	1509	1508	1507	1506	1505	1504	1503	1502	1501	1500	1499	1498	1497	1496	1495	1494	1493	1492	1491	1490	1489	1488	1487	1486	1485	1484	1483	1482	1481	1480	1479	1478	1477	1476	1475	1474	1473	1472	1471	1470	1469	1468	1467	1466	1465	1464	1463	1462	1461	1460	1459	1458	1457	1456	1455	1454	1453	1452	1451	1450	1449	1448	1447	1446	1445	1444	1443	1442	1441	1440	1439	1438	1437	1436	1435	1434	1433	1432	1431	1430	1429	1428	1427	1426	1425	1424	1423	1422	1421	1420	1419	1418	1417	1416	1415	1414	1413	1412	1411	1410	1409	1408	1407	1406	1405	1404	1403	1402	1401	1400	1399	1398	1397	1396	1395	1394	1393	1392	1391	1390	1389	1388	1387	1386	1385	1384	1383	1382	1381	1380	1379	1378	1377	1376	1375	1374	1373	1372	1371	1370	1369	1368	1367	1366	1365	1364	1363	1362	1361	1360	1359	1358	1357	1356	1355	1354	1353	1352	1351	1350	1349	1348	1347	1346	1345	1344	1343	1342	1341	1340	1339	1338	1337	1336	1335	1334	1333	1332	1331	1330	1329	1328	1327	1326	1325	1324	1323	1322	1321	1320	1319	1318	1317	1316	1315	1314	1313	1312	1311	1310	1309	1308	1307	1306	1305	1304	1303	1302	1301	1300	1299	1298	1297	1296	1295	1294	1293	1292	1291	1290	1289	1288	1287	1286	1285	1284	1283	1282	1281	1280	1279	1278	1277	1276	1275	1274	1273	1272	1271	1270	1269	1268	1267	1266	1265	1264	1263	1262	1261	1260	1259	1258	1257	1256	1255	1254	1253	1252	1251	1250	1249	1248	1247	1246	1245	1244	1243	1242	1241	1240	1239	1238	1237	1236	1235	1234	1233	1232	1231	1230	1229	1228	1227	1226	1225	1224	1223	1222	1221	1220	1219	1218	1217	1216	1215	1214	1213	1212	1211	1210	1209	1208	1207	1206	1205	1204	1203	1202	1201	1200	1199	1198	1197	1196	1195	1194	1193	1192	1191	1190	1189	1188	1187	1186	1185	1184	1183	1182	1181	1180	1179	1178	1177	1176	1175	1174	1173	1172	1171	1170	1169	1168	1167	1166	1165	1164	1163	1162	1161	1160	1159	1158	1157	1156	1155	1154	1153	1152	1151	1150	1149	1148	1147	1146	1145	1144	1143	1142	1141	1140	1139	1138	1137	1136	1135	1134	1133	1132	1131	1130	1129	1128	1127	1126	1125	1124	1123	1122	1121	1120	1119	1118	1117	1116	1115	1114	1113	1112	1111	1110	1109	1108	1107	1106	1105	1104	1103	1102	1101	1100	1099	1098	1097	1096	1095	1094	1093	1092	1091	1090	1089	1088	1087	1086	1085	1084	1083	1082	1081	1080	1079	1078	1077	1076	1075	1074	1073	1072	1071	1070	1069	1068	1067	1066	1065	1064	1063	1062	1061	1060	1059	1058	1057	1056	1055	1054	1053	1052	1051	1050	1049	1048	1047	1046	1045	1044	1043	1042	1041	1040	1039	1038	1037	1036	1035	1034	1033	1032	1031	1030	1029	1028	1027	1026	1025	1024	1023	1022	1021	1020	1019	1018	1017	1016	1015	1014	1013	1012	1011	1010	1009	1008	1007	1006	1005	1004	1003	1002	1001	1000	999	998	997	996	995	994	993	992	991	990	989	988	987	986	985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INV TRUSTS SPLIT CAP	Notes	Price	+ or -	52 wk high
Approved by the Indiana Revenue				
American Split Inc. ↑	82 1/2		84 1/2	
Cia	29 1/4		29 3/4	
Comcast	57 1/2		57 1/2	
Agripart Split Inc.	10 1/2		10 1/2	
Caro Div Pl	108 1/4		108 1/4	
Archimedes Inc.	208 1/4		208 1/4	
City of Oxford	617 1/2		617 1/2	
City of Oxford	18 1/2		21 1/4	
Wanam	1 1/4		1 1/4	
200 Pl	200 1/4		200 1/4	
Control-Oxyl Inc.	41 1/4		41 1/4	
Can	11 1/2		11 1/2	
Div Pl	11 1/2		11 1/2	
Deane Inc.	73 1/2		73 1/2	
Capital	162 1/2		162 1/2	
Deby Inc.	162 1/2		162 1/2	

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مکتبہ امین اصل

LONDON STOCK EXCHANGE

FTSE 100 and SmallCap close at new peaks

MARKET REPORT

By Steve Thompson,
UK Stock Market Editor

If there were lingering worries about the prospects of an interest rate rise in the UK they did not put off institutional buyers of UK stocks yesterday.

Both the FTSE 100 and FTSE SmallCap indices climbed to new intraday and closing highs, responding to a fresh flurry of local and overseas buying.

The only drag on the equity market came from gilts which, were a few ticks easier throughout the morning on anxiety about interest rates.

The performance of stocks across the board was all the more impressive given that sterling continued to gain ground, rising over one per cent against a basket of leading currencies and over three pence, or 1.1 per cent against the D-mark.

The Bank of England left its money market dealing rates unchanged, signalling no alteration as yet in official interest rates after the latest meeting between Mr Eddie George, governor of the Bank of England, and Mr Kenneth Clarke, chancellor of the exchequer. Nor was there any change from the US where the Federal Reserve Open Market Committee finished its two-day

meeting to debate US monetary policy.

The FTSE 100 index closed an active trading session up 20.6 at a new closing peak of 4,281.5 having moved to an intraday record of 4,286.9 in mid-morning.

The FTSE SmallCap, meanwhile, was a further 4.9 ahead at a peak 2,319.1. The FTSE 250 joined in the market's upsurge, shrugging off its recent bout of underperformance and moving up 8.2 to 4,583.9. But it remained about 32 points away from its closing and intraday highs, recorded on January 23.

Sterling's strength was one factor behind the handful of losers

in the FTSE 100, notably two of the market's big pharmaceutical stocks, Zeneca and SmithKline, whose shares have both been inflated by takeover speculation. They were additionally weakened by news that Roche of Switzerland, long seen as a potential bidder for either, had made an acquisition in the US, making a blockbusting bid less likely in the short term.

There was help for London too from Wall Street, where the Dow Jones Industrial Average opened sharply higher after news of the proposed merger of Morgan Stanley and Dean Witter, which will create the biggest investment bank/stockbroker in the world.

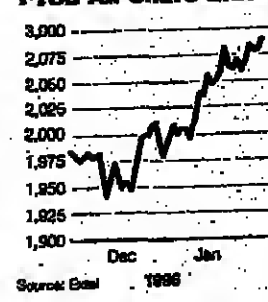
Up 27 points overnight, the Dow was up 30 points not long after the opening.

The spate of profit warnings continued with MS International, the engineering group, and West 175 Enterprises both suffering heavy share price falls.

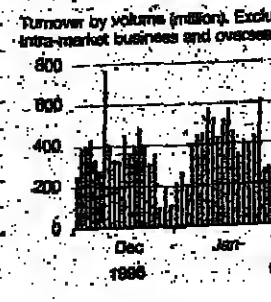
News that Prudential had joined the bidding queue for Scottish Amicable was seen as only the second shot in what promises to be an aggressive takeover battle. Other big financial sector bids are "almost a certainty", according to one specialist.

Turnover at 6pm yesterday was 800m shares. Customer business on Tuesday, excluding Crest transactions, was worth \$666.3m.

FTSE All-Share Index



Equity shares traded



Indices and ratios

FTSE 100	4281.5	+20.6
FTSE 250	4583.9	+8.2
FTSE 350	2116.6	+8.8
FTSE All-Share	2089.1	+8.4
FTSE All-Share yield	3.52	3.54

Indices and ratios

FT 30	2845.8	+4.2
FTSE Non-Fin p/e	18.90	18.75
FTSE 100/Fut Mar	4277.0	+2.2
10 yr Gilt yield	7.30	7.27
Long gilt/equity yld ratio	2.07	2.06

Best performing sectors

1 Telecommunications	+1.7
2 Retailers/Food	+1.7
3 Life Assurance	+1.8
4 Utilities	+0.9
5 Banks/Retail	+0.9

Worst performing sectors

1 Extractive Inds	-0.6
2 Pharmaceuticals	-0.5
3 Gas Distribution	-0.4
4 Building Metals	-0.4
5 Engineering/Vehs	-0.3

FUTURES AND OPTIONS

■ FTSE 100 INDEX FUTURES (LIFE) £25 per full index point (APR)

	Open	Sett price	Change	High	Low	Est. vol	Open int.
Mar	4270.0	4277.0	+22.0	4286.0	4264.0	10127	58320
Jun	4300.0	4296.5	+21.5	4300.0	4300.0	30	4079
Sep	4320.0	4323.0	+3.0	4320.0	4323.0	190	1741

■ FTSE 250 INDEX FUTURES (LIFE) £10 per full index point

	Open	Sett price	Change	High	Low	Est. vol	Open int.
Mar	4605.0	4605.0	-5.0	4605.0	4605.0	35	5726

■ FTSE 350 INDEX FUTURES (LIFE) £10 per full index point

	Open	Sett price	Change	High	Low	Est. vol	Open int.
Mar	4100	4100	0	4100	4100	0	0

■ FTSE 100 INDEX OPTION (LIFE) £250 per full index point

	Open	Sett price	Change	High	Low	Est. vol	Open int.
Mar	4100	4100	0	4100	4100	0	0

■ EURO STYLE FTSE 100 INDEX OPTION (LIFE) £10 per full index point

	Open	Sett price	Change	High	Low	Est. vol	Open int.
Mar	4100	4100	0	4100	4100	0	0

■ FTSE 100 INDEX OPTION (LIFE) £250 per full index point

	Open	Sett price	Change	High	Low	Est. vol	Open int.
Mar	4100	4100	0	4100	4100	0	0

■ FTSE 100 INDEX OPTION (LIFE) £250 per full index point

	Open	Sett price	Change	High	Low	Est. vol	Open int.
Mar	4100	4100	0	4100	4100	0	0

■ FTSE 100 INDEX OPTION (LIFE) £250 per full index point

	Open	Sett price	Change	High	Low	Est. vol	Open int.
Mar	4100	4100	0	4100	4100	0	0

■ FTSE 100 INDEX OPTION (LIFE) £250 per full index point

	Open	Sett price	Change	High	Low	Est. vol	Open int.
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	Open	Sett price	Change	High	Low	Est. vol	Open int.
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	Open	Sett price	Change	High	Low	Est. vol	Open int.
Mar	4100	4100	0	4100	4100	0	0

■ FTSE 100 INDEX OPTION (LIFE) £250 per full index point

	Open	Sett price	Change	High	Low	Est. vol	Open int.
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	Open	Sett price	Change	High	Low	Est. vol	Open int.
Mar	4100	4100	0	4100	4100	0	0

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	Open	Sett price	Change	High	Low	Est. vol	Open int.
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■ FTSE 100 INDEX OPTION (LIFE) £250 per full index point

	Open	Sett price	Change	High	Low	Est. vol	Open int.
Mar	4100	4100	0	4100	4100	0	0

WORLD STOCK MARKETS

[illegible]
Rockwell

US INDICES

1989/7										1989/7										
Feb	3	4	3	High	Low	Feb	4	3	High	Low	Feb	3	Jan	1989/7	Stock	High	Low	Feb	3	
Argentina	2033.38	2038.17	2038.18	2038.18	2037.97	1625.29	229.66				Indonesia	8533.48	8535.10	8513.30	8221.90	502.94	6983.80	41.72		
Brazil	2033.38	2038.17	2038.18	2038.18	2037.97	1625.29	229.66				Japan	1355.40	1357.14	1357.14	1357.13	25.96	1358.00	27.10		
Canada	2033.38	2038.17	2038.18	2038.18	2037.97	1625.29	229.66				Malaysia	1782.15	1782.15	1782.15	1782.15	27.95	1782.15	27.10		
France	2033.38	2038.17	2038.18	2038.18	2037.97	1625.29	229.66				Philippines	1241.55	1243.35	1243.35	1243.35	24.97	1243.35	24.97		
Germany	2033.38	2038.17	2038.18	2038.18	2037.97	1625.29	229.66				South Korea	1241.55	1243.35	1243.35	1243.35	24.97	1243.35	24.97		
Italy	2033.38	2038.17	2038.18	2038.18	2037.97	1625.29	229.66				Thailand	1241.55	1243.35	1243.35	1243.35	24.97	1243.35	24.97		
Japan	2033.38	2038.17	2038.18	2038.18	2037.97	1625.29	229.66				USA	1241.55	1243.35	1243.35	1243.35	24.97	1243.35	24.97		
UK	2033.38	2038.17	2038.18	2038.18	2037.97	1625.29	229.66				West Germany	1241.55	1243.35	1243.35	1243.35	24.97	1243.35	24.97		
USA	2033.38	2038.17	2038.18	2038.18	2037.97	1625.29	229.66				Yugoslavia	1241.55	1243.35	1243.35	1243.35	24.97	1243.35	24.97		
West Germany	2033.38	2038.17	2038.18	2038.18	2037.97	1625.29	229.66													
Yugoslavia	2033.38	2038.17	2038.18	2038.18	2037.97	1625.29	229.66													
Other	2033.38	2038.17	2038.18	2038.18	2037.97	1625.29	229.66													
Other	2033.38	2038.17	2038.18	2038.18	2037.97	1625.29	229.66													
Other	2033.38	2038.17	2038.18	2038.18	2037.97	1625.29	229.66													
Other	2033.38	2038.17	2038.18	2038.18	2037.97	1625.29	229.66													
Other	2033.38	2038.17	2038.18	2038.18	2037.97	1625.29	229.66													
Other	2033.38	2038.17	2038.18	2038.18	2037.97	1625.29	229.66													
Other	2033.38	2038.17	2038.18	2038.18	2037.97	1625.29	229.66													
Other	2033.38	2038.17	2038.18	2038.18	2037.97	1625.29	229.66													
Other	2033.38	2038.17	2038.18	2038.18	2037.97	1625.29	229.66													
Other	2033.38	2038.17	2038.18	2038.18	2037.97	1625.29	229.66													
Other	2033.38	2038.17	2038.18	2038.18	2037.97	1625.29	229.66													
Other	2033.38	2038.17	2038.18	2038.18	2037.97	1625.29	229.66													
Other	2033.38	2038.17	2038.18	2038.18	2037.97	1625.29	229.66													
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Other	2033.38	2038.17	2038.18	2038.18	2037.97	1625.29	229.66													
Other	2033.38	2038.17	2038.18	2038.18	2037.97	1625.29	229.66													
Other	2033.38	2038.17	2038.18	2038.18	2037.97	1625.29	229.66													
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Other	2033.38	2038.17	2038.18	2038.18	2037.97	1625.29	229.66													
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Other	2033.38	2038.17	2038.18	2038.18	2037.97	1625.29	229.66													
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Other	2033.38	2038.17	2038.18	2038.18	2037.97	1625.29	229.66													
Other	2033.38	2038.17	2038.18	2038.18	2037.97	1625.29	229.66													
Other	2033.38	2038.17	2038.18	2038.18	2037.97	1625.29	229.66													
Other	2033.38	2038.17	2038.18	2038.18	2037.97	1625.29	229.66													
Other	2033.38	2038.17	2038.18	2038.18	2037.97	1625.29	229.66													
Other	2033.38	2038.17	2038.18	2038.18	2037.97	1625.29	229.66													
Other	2033.38	2038.17	2038.18	2038.18	2037.97	1625.29	229.66													
Other	2033.38	2038.17	2038.18	2038.18	2037.97	1625.29	229.66													

NEW YORK STOCK EXCHANGE PRICES

4 pm close February 5

[illegible]

NASDAQ NATIONAL MARKET

4 not since February

Low	Last	Change	Stock	High	Low	Last	Change
18 1/4	19		Bank	15	102	164	164
14 1/2	14		Bankers	15	492	14	14
33 3/4	34	-3/4	Bankers	15	118	118	118
44 1/2	45	-1/2	Bankers	15	102	164	164
17 1/8	18		Bankers	15	492	14	14
8 1/2	8 1/2		Bankers	15	118	118	118
18 1/4	19		Bankers	15	102	164	164
6 1/2	6 1/2		Bankers	15	492	14	14
48 1/4	49	-1/4	Bankers	15	118	118	118
22 1/2	22 1/2		Bankers	15	102	164	164
38 1/2	39	-1/2	Bankers	15	492	14	14
28 3/4	29	-1/4	Bankers	15	118	118	118
32 1/2	33	-1/2	Bankers	15	102	164	164
40 1/4	40 1/4		Bankers	15	492	14	14
26 1/4	26 1/4		Bankers	15	118	118	118
16 1/4	16 1/4		Bankers	15	102	164	164
5 1/4	5 1/4		Bankers	15	492	14	14
8 1/2	8 1/2		Bankers	15	118	118	118
- S -							
18 1/4	19		Bankers	15	102	164	164
14 1/2	14		Bankers	15	492	14	14
33 3/4	34	-3/4	Bankers	15	118	118	118
44 1/2	45	-1/2	Bankers	15	102	164	164
17 1/8	18		Bankers	15	492	14	14
8 1/2	8 1/2		Bankers	15	118	118	118
18 1/4	19		Bankers	15	102	164	164
6 1/2	6 1/2		Bankers	15	492	14	14
48 1/4	49	-1/4	Bankers	15	118	118	118
22 1/2	22 1/2		Bankers	15	102	164	164
38 1/2	39	-1/2	Bankers	15	492	14	14
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26 1/4	26 1/4		Bankers	15	118	118	118
16 1/4	16 1/4		Bankers	15	102	164	164
5 1/4	5 1/4		Bankers	15	492	14	14
8 1/2	8 1/2		Bankers	15	118	118	118
- T -							
18 1/4	19		Bankers	15	102	164	164
14 1/2	14		Bankers	15	492	14	14
33 3/4	34	-3/4	Bankers	15	118	118	118
44 1/2	45	-1/2	Bankers	15	102	164	164
17 1/8	18		Bankers	15	492	14	14
8 1/2	8 1/2		Bankers	15	118	118	118
18 1/4	19		Bankers	15	102	164	164
6 1/2	6 1/2		Bankers	15	492	14	14
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32 1/2	33	-1/2	Bankers	15	102	164	164
40 1/4	40 1/4		Bankers	15	492	14	14
26 1/4	26 1/4		Bankers	15	118	118	118
16 1/4	16 1/4		Bankers	15	102	164	164
5 1/4	5 1/4		Bankers	15	492	14	14
8 1/2	8 1/2		Bankers	15	118	118	118
- U -							
18 1/4	19		Bankers	15	102	164	164
14 1/2	14		Bankers	15	492	14	14
33 3/4	34	-3/4	Bankers	15	11		

4 pm close February 5

[illegible]

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Dow up as Wall St Bourses score 10 all-time highs

deal lifts sentiment

AMERICAS

The announcement that Morgan Stanley, the US investment bank, and Dean Witter Discover, the brokerage house, had agreed to merge to form the largest securities company in the US, sparked sharp rises in the securities sector, writes Lisa Branstetter in New York.

Elsewhere, shares were mixed at midsession as the technology-rich Nasdaq composite slipped while other sectors were mostly flat.

Shares in Morgan Stanley jumped 7% to 13 per cent to \$64.40 and Dean Witter added 1% to 5 per cent to \$40. The announcement also led to gains in a number of smaller securities companies seen as possible merger candidates. Donaldson Lufkin & Jenrette added \$2 to \$39.90, Bear Stearns gained 1% to \$33.50, Charles Schwab climbed 1% to \$38.40 and AG Edwards rose \$2.00 to 6 per cent to \$37.00.

Meanwhile, PaineWebber Group, which had risen more than \$11 since mid-

January on speculation that it might be a merger candidate, slid 5% to \$35.70 yesterday.

Blue chip shares in the Dow Jones Industrial Average were restrained by a loss of 3% at \$5,000. At 1 pm the index was 12.32 higher at 8,945.90 while the more broadly traded Standard & Poor's 500 lost 0.25 to 789.01. NYSE volume was 297m shares.

In early afternoon trading the Nasdaq was off 9.21 at 1,364.44 amid losses in both the large and small capitalization components in the index. The Pacific Stock Exchange technology index, which includes both Nasdaq and NYSE shares, fell 1.4 per cent.

All four of the largest companies on the Nasdaq were lower. Intel lost 4% to \$160.40, Microsoft shed 3% to \$100.75, Cisco Systems, which reported quarterly results just ahead of estimates on Tuesday, shed 3% to \$64.40 and Oracle lost 1% to \$39.40.

TORONTO tracked Wall Street in a morning of solid

EUROPE

More strength in the dollar, and a growing conviction that interest rates would remain steady, took 10 continental bourses to all-time highs.

FRANKFURT looked for leadership, saw that its chemicals sector had barely moved in two months, and lifted the sub-index by 2.6 per cent as the Dax peaked at 4,725, or 1.5 per cent higher at an all-time high of 3,114.73. Turnover rose from DM12.1bn to DM12.9bn.

Bayer led chemicals with a gain of DM2.92 or 4.7 per cent at DM65. Mr. Andreas Schmidt, chemicals analyst at BZW in Frankfurt, noted that the big three topped the Dax 80 performance charts in 1996, and ranked very high in Europe; he saw yesterday as sector rotation following the big January gains in German banks, carmakers and construction stocks.

Among individual stocks, restructuring gave Lufthansa a big lift, the airline gaining DM1.15 or 5.2 per cent at DM23.35.

PARIS kept in step with leading bourses, pushing the CAC 40 comfortably into new high ground with a rise of 38.18 or 1.5 per cent to 2,541.25 in heavy two-way trading.

Banks bounced off a firm bond market. Suez added FF7.50 or 3 per cent to FF126.00 and BNP gaining

FF16.30 to FF221. RIF, up FF3.30 to FF578, had a Merrill Lynch stance upgrade as well as the firm dollar to thank for a 5.5 per cent surge.

Strong 1996 sales left Carrefour FF96 higher at FF335.88 and a similar story prevailed at Silex Rossignol which surged FF12.60 or 8.4 per cent to FF164.5.

Havas continued to benefit from talk of a restructured media sector, adding FF17.80 to FF449 for a gain of 11 per cent in three days.

Accor fell FF9 to FF749 after Paribas downgraded the stock from "buy" to "no action, fair value".

AMSTERDAM registered an all-time high with the AEX index 9.27 better at 689.49. Royal Dutch rode up on the strong dollar, Heineken bounced on earnings hopes and a good day for bonds sent financials sharply higher.

Heineken jumped F1 9.50 or 3.2 per cent to F1307 after a press report sparked hopes that the brewer's earlier forecast of lower profits for 1996 had been too pessimistic.

Royal Dutch gained F18.40 to F1331.60. ABE Amro rose F12.30 to F1124 and Aegon gained F1.50 to F115. Weak on Tuesday on news of a third quarter loss, KLM added F15.60.

ZURICH extended its record-setting run to a fifth

FTSE Actuaries Share Indices

		THE EUROPEAN SERIES									
		10.30	11.00	12.00	13.00	14.00	15.00	Close			
Heavy changes		Open	High	Low	Close	Open	High	Low	Close	Open	High
FTSE 100	2074.72	2078.58	2077.51	2075.15	2073.74	2080.22	2080.12	2080.12	2081.22	2081.22	2081.22
FTSE 200	2112.17	2114.31	2114.57	2113.84	2113.84	2113.84	2113.84	2113.84	2113.84	2113.84	2113.84
Feb 5											
FTSE 100	2066.78	2063.25	2065.31	2065.32	2065.32	2065.32	2065.32	2065.32	2065.32	2065.32	2065.32
FTSE 200	2104.97	2108.08	2108.08	2108.08	2108.08	2108.08	2108.08	2108.08	2108.08	2108.08	2108.08
Feb 6											
FTSE 100	2080.22	2080.22	2080.22	2080.22	2080.22	2080.22	2080.22	2080.22	2080.22	2080.22	2080.22
FTSE 200	2113.84	2113.84	2113.84	2113.84	2113.84	2113.84	2113.84	2113.84	2113.84	2113.84	2113.84

MILAN closed at the day's highs, helped by the government brokered agreement between the metalworkers and employers after their long-running pay dispute, and also looking forward to good figures today on investment fund inflows.

The Comit index rose 10.05 to 786.84 while the real-time Mibtel index added 225 to 12,636, unphased by speculation over the timing of Italy's entry into the single European currency.

Among the banks, BCI added L215 to L3,563 on expectations that restrictions on stake building could soon be removed. Mediobanca rose L116 to L1,330.

The recently neglected Eni, the energy group, picked up L304 to L2,918. Telecom Italia rose L183 to L4,695 while Stet, into which it is to be merged, was L113 ahead at L7,998.

MADRID, like Milan, was undismayed by the ERM speculation. UBS rose SF17 to SF121.9, SBC SF6 to SF274 and CS Group 75 centimes to SF147.75.

misled that even if the peseta did not make the cut, the components of the convergence argument might well remain in place.

STOCKHOLM. COPENHAGEN and HELSINKI all peaked, but OSLO watched the Norwegian krone firm against both the US dollar and the D-Mark, weakening leaders like Norsk Hydro and Saga Petroleum, and the total index closed 4.46 lower at 1,066.08.

The main Swedish feature was a 2 per cent gain in forestry, aided by a sector upgrade from Salomon Brothers. The Affärsvärlden General index rose 2.6 to 2,593.0.

Danish banks were good. Unidanmark putting on DKR4 to DKR356 as the KFX index closed 0.79 higher at 151.55. The Finnish crane-maker, Konecranes, leapt FM18 or 11.1 per cent to FM180 on better than expected results while the Hex index gained 27.44 to 2,796.76.

LISBON was swept 2.6 per cent up to a record close, led by telecommunications stocks on expectations of strong profits in the sector. The PSI20 index rose 146.68 to 5,988.33 as Portugal Telecom jumped E410 to E6,100 and Telcel, the mobile telephone operator, jumped E577 to E513.469.

Written and edited by William Cochrane, Michael Morgan and Jeffrey Brown

Firm rand powers South Africa higher

Buoyed by a firm rand and talk of an end to exchange controls in next month's budget, the Johannesburg stock market continued to power upwards.

The all-share index closed 38.1 better at 6,804.1, thanks to strong performances

among resource stocks and the banks. Industrials, held back by a heavy fall for Iscor, gained 25.2 to 8,133.4.

The rand broke through the R4.50 to the dollar level at one stage amid persistent talk of an early end to exchange controls. The cur-

rency strength also sparked speculation on a cut for interest rates. South African Breweries closed R1.25 higher at R124. The main blight on the session was a fall of R21 or 7 per cent to R340 for Iscor, the steel producer, on lower profits.

ASIA PACIFIC

Fears of a financial crisis at Nippon Credit Bank rattled TOKYO. The Nikkei average dropped over 3 per cent at one stage before recovering ground on short-covering and buying of leading electricals, writes Jonathan Arnell.

The 225 index fell 128.36 to 16,165.97 after trading between 17,901.46 and 18,307.35. Activity was dominated by the banking sector after a brief report in the morning edition of the Nihon Keizai Shimbun that the gap between the yield on Nippon Credit Bank's five-year debentures and those of the Industrial Bank of Japan, at 2.48 per cent, was narrower than that over.

This prompted speculation that NCB's operations might have to be taken over by another bank within a matter of months, brokers said. Those banks considered most likely to assume the burden were also sold off, compounding profit-taking pressure after the strong rally on Tuesday, and driving the sector down by 3.2 per cent.

Volume slipped from 397m shares to an estimated 381m. Declines overwhelmed advances by 942 to 179 with 125 unchanged. The Topix index of all first section stocks shed 20.34 to 1,355.40, and the capital-weighted Nikkei 300 3.64 to 2,580.6.

After hours, NCB said that talk of its collapse was "groundless". In London, the ISE/Nikkei 50 index rose 12.14 to 1,369.03.

Trade in NCB was three times the volume of the next most active stock, Daiichi Steel Sheet. It plunged a new low for the financial year of Y177 as long-term investors were panicked into stop-loss selling. NCB issued a statement claiming that its

business conditions had been improving steadily, but the shares still ended Y35 lower at Y181.

Three other banks hit 13-month lows, Industrial Bank of Japan fell Y90 to Y1,490. Long-term Credit Bank of Japan Y40 to Y420 and Hokkaido Tokai Bank Y20 to Y143. Fuji Bank lost Y70 to Y1,360, Sumitomo Bank Y50 to Y1,290 and Sakura Bank Y35 to Y686.

High-tech electronics stocks saved the day, buoyed by the prospect of improved export earnings as the dollar rose to Y123 for the first time in four years.

Sony jumped Y90 to Y8,220

on foreign buying ahead of a 99 per cent lift in third quarter pre-tax profits, and Pioneer Electronic added Y40 to Y2,050.

In Osaka, the OSE average dropped 245.19 to 18,964.82 in volume of 24m shares.

BANGKOK moved lower in heavy volume on worries about the baht and news of an interest payment default by a property company. The SET index lost 20.83 or 2.7 per cent to 744.59 on turnover of B4.6bn.

Rumours about financial companies facing trading difficulties resurfaced when Somprasong Ltd missed a \$3.1m payment on \$80m of

Euro-debt. The company blamed the prolonged decline in the Thai property market for its cash crisis.

Banking stocks fell more than 3 per cent and the finance company sector retreated 5.6 per cent. Thai Farmers Bank fell Bt2 to Bt115 and Krung Thai Bank Bt5 to Bt45.

SYDNEY closed sharply higher in futures-led trade. The All Ordinaries rose 26.7 or 1.1 per cent to 2,435.6.

The absence of an interest rate cut sent the March equity futures contract shooting ahead and the cash market followed suit in this volume, dealers said. Commonwealth Bank rose 21 cents to A\$13.11 and ANZ 6 cents to A\$8.16.

HONG KONG eased itself into the Chinese New Year holiday on a positive note, with strong banks and conglomerates helping the Hang Seng index up 112.07 to 13,660.50.

BOMBAY put in an early rally on comments by the prime minister that this month's budget statement would include market friendly measures.

However, the market was unable to hold on to the gains and by the close the BSE-30 index was down 22.91 or 0.7 per cent at 3,354.72.

EMERGING MARKETS: IFC WEEKLY INVESTABLE PRICE INDICES

Market	No. of stocks	Dollar terms		Local currency terms	
		Jan 31 1996	% Change over week on Dec '96	Jan 31 1996	% Change over week on Dec '96
Latin America (250)	598.80	+1.3	+8.1	627,789.43	+4.8
Argentina (31)	1,023.54	+4.8	+7.7	1,721.48	+2.4
Brazil (68)	440.09	+2.2	+11.0	1,144.11	+1.1
Chile (45)	679.53	+1.3	+9.6	1,289.13	+0.8
Colombia (14)	684.27	-2.2	+8.1	1,936.71	+0.6
Mexico (84)	574.52	-0.8	+8.5	942.47	+1.4
Peru (19)	212.06	+0.1	+7.8	7,224.06	+1.5
Venezuela (9)	707.75	+1.4	-2.8	7,224.06	+1.5
Asia (711)	261.18	-0.4	-3.3	76.50	+0.5
China (27)	73.06	+0.5	-0.9	90.09	+0.6
South Korea (158)	79.84	-0.3	+3.4	387.53	+3.0
Philippines (42)	312.21	+3.0	+6.4	184.55	+0.3
Taiwan, China (90)	158.90	+0.4	+4.3	108.43	-1.3
India (19)	85.11	-2.0	+8.0	177.36	+2.2
Indonesia (49)	137.38	-2.1	+7.6	315.77	-0.8
Malaysia (148)	344.19	-0.6	+2.2	426.44	+7.2
Pakistan (28)	233.44	+7.2	+16.3	122.14	+0.2
Sri Lanka (9)	97.04	-0.1	+2.1	214.40	-4.8
Thailand (87)	208.24	-8.8	-5.9	85.55	+0.8
Euro/Mid East (254)	149.87	+1.3	+11.6	85.55	+0.8
Czech Rep (5)	71.09	+0.3	+1.3	503.98	+1.7
Greece (54)	288.70	+5.9	+19.5	279.11	-0.1
Hungary (12)	246.86	+0.9	+25.5	1,483.20	-3.2
Jordan (7)	186.82	+0.1	+0.1	179.05	+0.7
Poland (13)	784.65	-3.7	+7.2	202.13	-0.3
Portugal (28)	158.66	-0.1	+8.6	12,756.12	+4.6
South Africa (63)	214.38	+0.7	+2.6	889.89	+0.7
Turkey (36)	233.74	+3.8	+57.2		
Zimbabwe (5)	552.21	+0.1	+16.2		
Composite (1222)	315.42	+0.6	+6.9		

Indices are calculated at end-week, and weekly changes are percentage movements from the previous Friday. Base date: Dec 1996=100 except where noted which are: (1) Dec 1 1991; (2) Dec 1 1992; (3) Dec 1 1993; (4) Dec 1 1994; (5) Dec 1 1995; (6) Dec 1 1996; (7) Dec 1 1997; (8) Dec 1 1998; (9) Dec 1 1999; (10) Dec 1 2000; (11) Dec 1 2001; (12) Dec 1 2002; (13) Dec 1 2003; (14) Dec 1 2004; (15) Dec 1 2005; (16) Dec 1 2006; (17) Dec 1 2007; (18) Dec 1 2008; (19) Dec 1 2009; (20) Dec 1 2010; (21) Dec 1 2011; (22) Dec 1 2012; (23) Dec 1 2013; (24) Dec 1 2014; (25) Dec 1 2015; (26) Dec 1 2016; (27) Dec 1 2017; (28) Dec 1 2018; (29) Dec 1 2019; (30) Dec 1 2020; (31) Dec 1 2021; (32) Dec 1 2022; (33) Dec 1 2023; (34) Dec 1 2024; (35) Dec 1 2025; (36) Dec 1 2026; (37) Dec 1 2027; (38) Dec 1 2028; (39) Dec 1 2029; (40) Dec 1 2030.

Pakistan's share prices are expected to continue this week's impressive surge when the market reopens today after yesterday's local religious holiday, writes Farhan Bokhari.

The KSE-100 index has risen by a little over 7 per cent this week, mainly in response to the victory of Mr Nawaz Sharif, a businessman turned politician, in Monday's general election.

Mr Sharif's remarks that his Pakistan Muslim League party would introduce economic and tax reforms have added to the optimism. Many investors credit him for the country's economic reforms of the early 1990s when foreign buyers were allowed for the first time to invest in local shares without any restrictions.

According to Mr Nasir Bukhari, head of Karachi's Khadij Ali Shah Bukhari brokerage: "The market is jubilant over Nawaz Sharif's victory. Investors see this as the most important sign for business confidence". The relief also reflects expectations

of political stability in Karachi. The city, also Pakistan's business capital, was paralysed for almost two years by the armed struggle by the Mohajir Qaumi Movement, a local ethnic party, against the government of Ms Benazir Bhutto, the former prime minister.

In spite of the optimism, the Sharif government will remain under pressure to cut government expenditure and reduce Pakistan's fiscal deficit as one of the important conditions of an agreement with the IMF.

Further cuts in the government's budget will hit expenditures on development such as roads and electricity, and make it difficult for the new government to introduce new incentives for industrial growth, analysts say. However, brokers such as Mr Bukhari expect this week's recovery to continue. "Last year's downturn carried on for so long and the fall in share prices was so sharp that a recovery may continue for several months," he says.

FT/S&P ACTUARIES WORLD INDICES

The FT/S&P Actuaries World Indices are owned by FTSE International Limited, Goldman, Sachs & Co. and Standard & Poor's. The indices are compiled by FTSE International and Standard & Poor's in conjunction with the Faculty of Actuaries and the Institute of Actuaries, NewWest Securities Ltd. was a co-founder of the indices.

NATIONAL AND REGIONAL MARKETS	Figures in parentheses show number of lines of stock	TUESDAY FEBRUARY 4 1997		MONDAY FEBRUARY 3 1997		DOLLAR INDEX	
		US Dollar	Day's Change	US Dollar	Day's Change	High	Low
Australia (78)	211.57	-1.3	189.75	189.75	189.75	189.75	189.75
Austria (24)	183.71	-0.2	188.24	188.24	188.24	188.24	188.24
Belgium (26)	230.59	-0.3	211.18	211.18	211.18	211.18	211.18
Brazil (28)	216.98	0.2	196.71	196.71	196.71	196.71	196.71
Canada (114)	201.24	-0.2	184.30	184.30	184.30	184.30	184.30
Denmark (22)	364.92	0.5	354.18	354.18	354.18	354.18	354.18
Finland (28)	258.82	0.1	237.11	237.11	237.11	237.11	237.11
France (82)	218.48	-0.1	198.24	198.24	198.24	198.24	198.24
Germany (59)	188.83	-0.3	173.85	173.85	173.85	173.85	173.85
Hong Kong (59)	500.25	0.7	458.13	458.13	458.13	458.13	458.13
Indonesia (27)	241.13	-2.0	220.83	220.83	220.83	220.83	220.83
Ireland (16)	338.01	-0.3	300.38	300.38	300.38	300.38	300.38
Italy (58)	352.91	1.2	305.05	305.05	305.05	305.05	305.05
Japan (114)	114.18	0.3	104.57	104.57	104.57	104.57	104.57
Malaysia (107)	699.21	0.3	578.23	578.23	578.23	578.23	578.23
Mexico (27)	1328.73	0.3	1218.04	1218.04	1218.04	1218.04	1218.04
Netherlands (18)	338.03	0.8	305.05	305.05	305.05	305.05	305.05
New Zealand (14)	89.20	-2.1	81.59	81.59	81.59	81.59	81.59
Norway (41)	315.67	0.4	282.69	282.69	282.69	282.69	282.69
Philippines (22)	212.28	-0.7	184.64	184.64	184.64	184.64	184.64
Singapore (43)	422.33	-0.8	395.92	395.92	395.92	395.92	395.92
South Africa (44)	333.82	-1.1	305.05	305.05	305.05	305.05	305.05
Spain (38)	213.70	0.5	195.70	195.70	195.70	195.70	195.70
Sweden (30)	480.13	-0.1	385.10	385.10	385.10	385.10	385.10
Switzerland (33)	246.10	-0.1	225.37	225.37	225.37	225.37	225.37
Thailand (45)	87.06	2.2	79.73	79.73	79.73	79.73	79.73
United Kingdom (211)	278.49	0.5	253.21	253.21	253.21	253.21	253.21
USA (654)	281.10	0.3	254.08	254.08	254.08	254.08	254.08
Americas (822)	284.02	0.2	259.26	259.26	259.26	259.26	259.26
Europe (728)	284.02	0.2	259.26	259.26	259.26	259.26	259.26
Nordest (151)	570.08	0.0	538.80	538.80	538.80	538.80	538.80
Pacific Basin (873)	135.57	0.2	124.15	124.15	124.15	124.15	124.15
Europe-Pacific (1099)	173.94	0.3	163.87	163.87	163.87	163.87	163.87
North America (768)	213.51	0.2	207.47	207.47	207.47	207.47	207.47
Europe Ex UK (519)	214.85	0.2	195.57	195.57	195.57	195.57	195.57
Pacific Ex Japan (934)	313.24	-0.2	298.86	298.86	298.86	298.86	298.86
World Ex US (1812)	182.54	0.2	171.17	171.17	171.17	171.17	171.17
World Ex UK (225)	221.87	0.2	203.28	203.28	203.28	203.28	203

The Business of Travel



Welcome to the first issue of the Business of Travel, a new review which will appear four times a year with the Financial Times, focusing on the latest developments in business travel and travel management. This issue, which has been timed to coincide with the Business Travel 97 show being held at London's Business Design Centre, from Tuesday February 11 until Thursday February 13, concentrates on developments in conferences and exhibitions. The range of articles, includes how to organise your conference, how to keep the audience's attention, and how to evaluate whether it has been a success. In addition, there are reports on a wide variety of other themes, including the latest on air and rail travel, the hotel industry and travellers' experiences. There is also a special guide for business travellers to some of the main centres in south-east Asia and a listing of important world conferences and exhibitions. Future issues planned for May 15, September 9, and November 20 will follow a broadly similar format, and will contain a section on an important industry theme, together with regular features and guides. Readers' comments on this publication, on travel issues, their experiences travelling on business, and on other topics of relevance to the international traveller are welcomed, and should be sent to:

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Business travel is becoming more expensive after sharp rises in the cost of hotels and air travel last year. American Express, the card issuer and business travel agent, estimates that hotel prices in many parts of the world rose by up to 20 per cent. US air fares increased by 11 per cent in the first eight months of last year compared to the previous year, according to Business Travel International, the global travel agency partnership. The rise in air fares was partly due to the return of a US federal tax on airline tickets, according to BTI, but heavy demand has also been instrumental in pushing up prices. As the cost of business travel rises, travellers and suppliers have been redoubling their efforts to control costs, often at the expense of the business travel agent. Commission-capping by airlines has spread from the US into Europe, with airlines such as British Airways, Lufthansa and SAS capping payments to travel agents on domestic flights, according to American Express. Richard Lovell, executive vice-president for northern Europe at Carlson Wagonlit, the business travel agent, predicts consolidation in the airline industry but does not foresee an end to attempts to cut back on travel agents' costs. "There will be fewer suppliers and they will try to bypass the business travel agent to sell direct to the corporate client or,

in some cases, go over the heads of the corporate client to the business traveller," he says. For this reason, business travel agents are generating alternative ways to earn fees in order to reduce their reliance on commission. Maria Lilja, senior vice-president of American Express' European business travel operations, believes that managing this change is the greatest challenge facing the company. Providing self-service tools to corporate clients is an important part of the redefined business travel agent's role, according to Ms Lilja. American Express has been working with Microsoft, the software production company, to develop a real-time booking service for launch in the US later this year. This will allow corporate travellers to reserve and book travel on their personal computers or laptops. The system can incorporate negotiated rates and travel policy guidelines, and the information is stored to monitor compliance and identify ways of reducing travel budgets. Travel agents' expanding services include handling conferences. Jeff Reynolds, manager of group travel at Hogg Robinson, the business travel agent which entered the conference market six years ago, says these

events are the fastest-growing part of the group's UK business. Marshall Freeman, chairman and chief executive of Miller Freeman Worldwide, the exhibitions and magazines division of United News & Media in the UK, says that business travel is being stimulated by the globalisation of marketing, which is leading to growing numbers of trade fairs and exhibitions. So far, business travel agents have been successful in managing this change. Mr Lovell says that Carlson Wagonlit's income was entirely commission-based 10 years ago but now half comes from fees. The

company's target is to reach a 75 per cent fee basis by the end of next year, but he believes it is unrealistic to expect payment by commission to disappear altogether. Moreover, some business travel agents believe that suppliers will not be as successful as they hope in bypassing travel agents through new technology. The Guild of Business Travel Agents, the UK-based industry body, says that use of the Internet to make travel bookings could increase the involvement of the business travel agent after the emergence in the US

of problems for both airlines and travellers dealing directly over the Net. The Guild says that some airlines are considering withdrawing from offering Internet-based reservations services because of "dummy" bookings which leave them picking up the bill for "sales" which are not booked. Boon fide travellers, meanwhile, are left facing the frustration of being unable to obtain seats on a flight because of fictitious bookings. "The cost to airlines through lost revenue and increased administration in eliminating dummy bookings could also be passed on to the consumer in higher air fares," said George Paton, the guild's chairman. "The Internet has a significant role to play in the planning of travel, but professional help will be needed to make bookings for a long time to come."

IN THIS REVIEW

Editorial production: Ian MacDonald
Design: Philip Hunt

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ESN'T CARE
IM. DO YOU?

THE AMERICAN EXPRESS

Salvador Dali etching you purchased a year ago in Italy was never shipped to you. We've tried to get this lovely picture of... or whatever, to you sooner."

SERVICE.

FORT LAUDERDALE, Saturday, July 22 - "How to locate something a customer can't describe" is not a course we offer employees at American Express. So how Donna Merritt, a supervisor in one of our Florida offices, ever helped a Cardmember recover a very unusual etching, is beyond us. Our guess is that Donna, like a lot of the people who work for American Express, knows something about the art of customer service. Mainly, that it isn't a service, but lots of services - many of which don't have names or procedures or restrictions. Come to think of it, it's also something you can't describe.

THERE IS ONLY ONE AMERICAN EXPRESS.

Travel management

Agencies are becoming just the ticket

Serious travel budgets need serious management, says **Amon Cohen**, who looks at some of the services on offer

The cost of corporate travel is rocketing, especially in booming Britain. Spending on air tickets through members of the Guild of Business Travel Agents, who handle more than 75 per cent of all corporate travel in the UK, increased 17 per cent in the year to last October 31.

The number of flights flown was up 8.5 per cent, suggesting that both rising ticket prices and increased overseas activity by UK businesses are responsible. The GBTA's chairman, Tony Hughes, forecasts a similar advance in 1997.

In the face of such increases, businesses are realising it is no longer good enough for each of their travellers' secretaries to book flights by calling their favourite retail travel agency. Serious budgets require serious, professional management. The question is, by whom?

Most companies believe that a dedicated business travel agent is essential. These days, the agent will be less concerned with issuing tickets than providing the key management information for negotiating discounts with travel suppliers in return for guaranteeing minimum volumes of business.

The old agency role of taking telephone orders and booking tickets is increasingly being lost to electronic reservations systems, which travellers can call up on their own PCs. That does not mean, however, that a company can manage without its agent.

"The marketplace is so complex that our clients need our skills to understand it," says Mr Hughes, who is also managing director of P&O Travel. "Do they do their own

legal work? They need travel management advisers in just the same way."

His view is supported by Richard Cornwell, senior travel and functions manager at Price Waterhouse. "We could well be using a self-booking system by this time next year but we will still need a travel agency to audit our activities," he says.

However, one area where travel agents are increasingly losing business is accommodation. There has been a trend recently for companies to hand this job over to specialist hotel booking agencies.

Price Waterhouse is one such example. It uses a travel agency for its general business travel requirements but an hotel agency for its accommodation. Mr Cornwell says the agency's specialisation gives it enhanced negotiating power with hotels and leaves it without the distractions of the other travel demands of its clients. The hotels sector is following the trend set by conference organisers, a chunk of the travel budget bitten off by the specialists long ago.

Mr Hughes does not see the need for this segmentation - nearly all his members have hotel and conference experts, making it unnecessary to use anyone other than a high-quality business travel agent, he says.

With an array of travel consultancy agreements in place, companies must consider whether they need an in-house manager to co-ordinate them all. Having such a link within the company, however, is much appreciated by the agents.

"For larger companies, it is better to have an employee who understands the way their com-



Travel arrangements can be made or amended while on the move with the help of a laptop PC

pany ticks to a degree that their travel agent, no matter how good they are, could not know," says Mr Hughes. As for what size travel budget merits a dedicated staff travel manager, Mr Hughes says

£1m is as good a figure as any.

As chairman of the Institute of Travel Management, Mr Cornwell, not surprisingly agrees with the need for travel managers. "If nothing else, someone has to write the

company travel policy," he says. "But by knowing the business and the people in it, we are also more likely to negotiate better deals with travel suppliers than anyone else in the company."

COMPANY STUDY IBM

Suitable case for treatment

If ever a company needed radical action to control its travel expenditure, it was International Business Machines. In the UK alone, "Big Blue's" travel spend has risen 20 per cent a year since 1994 to around \$48m. In continental Europe, the company spends an "estimated" \$300m a year on travel.

One reason for that dramatic rise was the reorganisation of IBM by business rather than by country. With an employee in Frankfurt as likely to have a team member in Paris as in Munich, demand for travel rocketed. But another significant reason for the rise was that IBM had failed to understand and control its travel budget. Having between 40 and 50 different agents in Europe did not help.

"We needed to get a better handle on where we were spending money with airlines and hotels," says IBM commodity operations manager Bob Gisborne. "We could not do that with our own systems, so the obvious tool was a travel agent. The trouble was that when we looked at how much we spent with British Airways, for example, it was a very manual exercise because we had to go to each country and to each agent within that country to get the figures."

Consolidation with a single agent was the obvious answer, and in the last year IBM has awarded the whole of Europe to Carlson Wagonlit Travel, while American Express has picked up North America and JTB has won the east Asia contract.

Yet, although this was the obvious answer, it took a long time for IBM to find it - in fact, it took eight years and several false starts.

According to Mr Gisborne, the biggest mistake among the earlier attempts at consolidation was the failure to entrench local management. No matter how sound the case for using the same agency throughout Europe, it was very difficult to prise a local division away from the agent with which it had enjoyed a warm, trouble-free relationship for 20 years.

The answer, says Mr Gisborne, was to appoint a multinational team of IBM employees to co-ordinate agency selection. It took the team 18 months to crack the task but it already seems to be paying off. In the UK, the alarming escalation of costs has been halted.

Next year, the goal is to move from cost containment to cost reduction by using the improved spending information for tougher negotiations with travel suppliers. "We will be able to show the airlines exactly what would happen if we moved to another carrier. From now on, we will be able to switch suppliers with just one phone call," says Mr Gisborne.

But IBM will be able to impress the airlines only if it can make commitments to give them minimum volumes or market share on any given route. IBM must then ensure employees deliver those commitments by flying with the preferred airlines and not with those which give points towards their favourite frequent-flyer scheme.

The key here is to tighten and monitor the written travel policy. Previously confined to one sheet of paper that was routinely ignored by some countries, the new IBM Europe policy will be much more detailed about which suppliers may be used. Money is also being saved by tougher rules on the use of business class.

"The need to travel is so great at the moment that we could do another three or four trips in economy for the same price as one business-class ticket," says Mr Gisborne.

With agency choice cracked and corporate policy on the way, Mr Gisborne's next mission is to bring hotel spending under control. "That will be much harder - employees want to stay at their favourite hotel, regardless of whether it is on the approved list," he says.

But after a year of success on other travel fronts, don't bet against IBM winning this battle, too.

Amon Cohen

NET NOTES

By Stephen McGookin



Screen offers easy checks

For business travellers who like - or have - to arrange their own trip itineraries, the Internet allows you to sample a range of electronic travel services, obtain fare quotations for flights and book tickets or hotel accommodation online.

If you're intending to visit a city for the first time, check by using any search engine for more background information than you could reasonably wish for. For virtually any big city you should be able to download maps, public transportation details and other essential information.

To ease administrative bottlenecks before you leave, there is a lot of official information which can help frequent travellers; for example, the US State Department's Bureau of Consular Affairs has an FAQ page covering passports and citizenship issues (<http://travel.state.gov/ppt/faq.html>).

Other government sites offer similar information, or at the very least give you a phone number you can call for advice.

Although experience in the US shows that airlines' remote flight ordering, or "E-ticketing", has yet to be proven completely error-free - you should always request a faxed or e-mailed confirmation if ordering remotely. There are several outlets which will cater for your travel requirements online.

Among these "cybertour agents", Flite (www.flite.com) is a US service currently in test form for UK residents, which allows access to flight information and, using its Fare Beater function, searches for the lowest alternative prices for a specified flight.

In the US, tickets can be ordered via a secure server and delivered through Federal Express.

The site's Travel Zone feature also has a range of interesting and helpful travel-related articles. And it is not just airlines which allow you to book online. Eurostar, the train service between London and continental Europe, plans to introduce a

booking facility at its site www.eurostar.com/eurostar.

When you arrive at your destination, many of the world's leading hotels will allow you to reserve your accommodation through the Net. Links to leading chains can be found at www.hoteltravel.com/chains.html.

If you are travelling purely on business, sites such as Worldmeeting (www.worldmeeting.com) - which bills itself as the "one-stop Internet site for organising your meetings" - can be useful since they will have details of hotel meeting and conference facilities, as well as suppliers of products for exhibitors and conference organisers.

Never again need you be further than a phone call away from an overhead projector.

But when busy executives are finished work and looking for relaxation, there is no shortage of sites advertising local leisure activities, such as UK Golf (<http://uk-golf.com>), for anyone planning to play and stay in Britain, with information on hotels, golf courses and golf-related travel agents.

In the US, a similar example is Double Eagle Golf (www.double-eagle-golf.com), which organises golf and corporate hospitality packages designed around major sporting events, as well as incentive travel programmes.

● Stephen McGookin (stephen.mcgookin@ft.com) welcomes suggestions for new business travel-related web sites. Also, check the Business Traveller section on the FT's web site, www.ft.com

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Conferences & exhibitions

Value for money and appeal are the essentials

Event organisers must keep an eye on changing needs, says Scheherazade Daneshkhu

The buoyancy of the conferences and exhibitions industry is linked primarily to economic conditions and the strength of individual industries. But the key to a successful event is being flexible enough to meet customers' changing needs.

Although the industry is quick to defend the importance of the traditional conference and exhibition in the face of technological advances — such as teleconferencing and business television — there is little doubt that the traditional event is having to change.

Delivering value for money in the cost-conscious 1990s is increasingly important, while pressures of time on companies streamlined for efficiency mean fewer employees are able to travel. And when they do, they tend to spend less time at the event.

"It is already difficult to get people to attend a meeting if they are not directly employed by the company sponsoring it," says Pete Brady, chief executive of Clearwater Communications, the London-based conference production company. "So the shape of conferences will have to change to make them more appealing."

Many delegates to industry conferences place greater value on networking opportunities than speeches, however senior the person delivering it.

This means that many organisers are having to build in "breakout sessions"

for people with shared interests instead of filling delegates' time with presentations of the company's message.

Teleconferencing may not be able to replace the attractions of face-to-face contact but is likely to become an increasingly important conference tool to link audiences in different parts of the world. The computer industry has used it to connect audiences in Europe with speakers in California's Silicon Valley for a number of years.

The increasing globalisation of industries and markets also means that the international meeting is fast becoming the rule rather than the exception, according to Sue Pottin, manager of sales for the UK and North America at the Queen Elizabeth II Conference Centre in London. This means ever-greater attention to detail to ensure a trouble-free meeting.

In the US, exhibitions and conference activity is still buoyant and is continuing to be stimulated by the scope for niche shows, according to Marshall Freeman, chairman and chief executive of Miller Freeman Worldwide, part of United News and Media, which last year took over Blenheim to become the world's largest exhibitions organiser.

"The markets in the US are big enough so that niche industry shows are large events in themselves," says Mr Freeman. Another stimulus to the US industry

is coming from the trend for overseas product suppliers to use trade shows to exhibit their products directly to retailers instead of business buyers. This method is used to bypass or supplement the traditional route of contacting an importer for distribution.

Asia remains the fastest growing conference and exhibitions market with the only potential limiting factor being venue space, according to Mr Freeman. Patricia Conibear, manager for Europe at the Hoog Kooeg Convention and Incentive Travel Bureau, says that over the past few years the region's growth has been led by its fast-growing economies and the value of its potential audience. Trade bodies have taken shows to where the buyers are, while professional associations

have gone to the region to attract new members. China is emerging as a potentially exciting conference and exhibition destination and, after the British handover of Hong Kong to China on July 1, Hong Kong is positioning itself to become the hub for shows aimed at trade between China and the rest of the world.

South America is also an increasingly attractive exhibition destination, but can suffer from a shortage of good quality space. Exhibition activity has grown in Europe despite the maturity of the market and the continuing recession in Germany and France. The number of exhibition days rose in 1995 by 6 per cent compared to 1993 — the comparable year due to the two-year cycle of

exhibitions. The number of visitors grew by 12 per cent to just under 80m, according to the European Major Exhibition Centres Association. "The growth in the level of participation at exhibitions is an encouraging sign for the industry as much of Europe was still weathering the recession in this period," says Michel Berroets, president of the

association. In the UK, the number of conferences increased by 80 per cent in 1996 compared to 1994, according to the British Tourist Authority, while the number of exhibitions grew in line with the European average. However, the number of visitors to exhibitions declined by 6 per cent to 9.71m from last year's five-year high of 10.38m.

Video-conferencing has for years been popular for linking small groups. Now the technology is making advances in the conference and exhibition industries



Video-conferencing has for years been popular for linking small groups. Now the technology is making advances in the conference and exhibition industries

Seminars play an important role

Exhibitions have become far more sophisticated in recent years, says Motoko Rich

Trade exhibitions have come a long way since the days when visitors were shepherded into a hall full of booths and stands, garnished with a few yards of red carpet and some advertising.

Nowadays, exhibitions are far more sophisticated, with organisers adding seminars, workshops and even conferences to the fare as exhibitors try to tempt their visitors with new products.

While free-standing exhibitions provide exhibitors with the chance to exchange ideas and see how their industry peers operate, visitors are less well served if they do not have separate forums in which they can meet each other.

Seminars or workshops give business visitors that opportunity: in a room together, they can exchange views, learn how others in the industry handle difficult problems or discuss the salient issues of the day.

One example is provided by the Royal Smithfield Show, the exhibition for the UK farming industry. P&O Events, the subsidiary of the Peninsula & Oriental Steam

Company which organised the show, last year ran a forum on BSE (or "mad cow disease") for the visitors. "The seminars are a very key part of the show, and we promote them as part of the visitor package," says Jonathan Gould, managing director of P&O Events.

Seminars provide organisers with an arena to develop the concept of the exhibition beyond pure product demonstration. At their best, secondary services like seminars should stimulate the visitors, giving them a reason to attend the exhibition that is almost distinct from the product displays.

Mr Gould says the seminar component became more popular during the last recession, when exhibition attendees were not buying many new products, but organisers still wanted to entice them to the shows. "So we increased the content in the show, adding a business and an intellectual component as well," says Mr Gould.

P&O Events works with trade publications to pro-

vide and design the content of the seminars and exhibitions. "They can help us get the right speakers," says Mr Gould. "What we are doing is moving the show from being purely a day out into much more of a serious business event."

A seminar works best if visitors are able to spend more than one day at the exhibition, otherwise they may have too little time to take in the exhibits.

Organisers might also consider enhancing their exhibition with other supplementary services, such as an Internet web page for those who cannot attend. "Organisers should look to supplement their investments by integrating several forms of communication," says Nick Lamb, managing director of Crown Business Communications in the UK.

While virtually all trade exhibitions are likely to benefit from the addition of seminars or other ancillary services, some events — such as the annual Ideal Home Exhibition in London — may not be suited to such supplementary products.

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FIRST HALF OF 1997

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Maison et Objet 10 - 14 JANUARY
The International Home
Decorative, Giftware
and Tableware Trade Exhibition

SAISON INTERNATIONALE DU JOUT
23 - 27 JANUARY
International Toy Fair

SIMA
SIMA 23 - 27 FEBRUARY
The Paris International
Agriculture Show
SOMAGENA
Genetics, Health
and Freshness for Cattle
SOMAVIP
Equipment and Techniques
for Intensive Livestock Breeding

Indigo
INDIGO 7 - 10 MARCH
International Exhibition
of Creation and Design
for Fashion and Decoration

MOD'AMONT
MOD'AMONT 7 - 10 MARCH
Fashion Supplies
and Trimming Trade Fair

Premiere Vision Salon
PREMIERE VISION SALON 7 - 10 MARCH
The World's Premier Fabric Show

MOD'AMONT
MOD'AMONT 9 - 11 MARCH
International Shoe Fashion - Paris

STIL
STIL 18 - 21 MARCH
International Exhibition
of Transport and Logistics

INTERMAT
INTERMAT 22 - 27 APRIL
International Exhibition
of Equipment and Techniques
for the Civil Engineering
and Construction Industries

INTERSELECTION
INTERSELECTION 13 - 16 MAY
The International Exhibition
for Volume Retail Fashion

NOUVEAU REGARD
NOUVEAU REGARD 15 - 16 MAY
The Exhibition
for Fabric Quick Response

EXHIBITION CALENDAR
SECOND HALF OF 1997

maison&objet
Maison et Objet 5 - 9 SEPTEMBER
The International
Home Decorative, Giftware
and Tableware Trade Exhibition

SOMAGENA
SOMAGENA 7 - 9 SEPTEMBER
The International Leather Fair,
from the Raw Material
to the Finished Product

MIDEC
MIDEC 7 - 9 SEPTEMBER
International Shoe Fashion - Paris

EQUIP'AVIO
EQUIP'AVIO 18 - 23 SEPTEMBER
International Show
for Hotels, Restaurants, Cafes and
Catering Industries

POLLITEC 97
POLLITEC 30 SEPTEMBER / 3 OCTOBER
13th International Exhibition
of Environmental Equipment
Technology and Services
for Industry

Indigo
INDIGO 3 - 6 OCTOBER
International Exhibition
of Creation and Design
for Fashion and Decoration

MOD'AMONT
MOD'AMONT 3 - 6 OCTOBER
Fashion Supplies and Trimming
Trade Fair

EUROPLAST
EUROPLAST 24 - 28 NOVEMBER
10th International Exhibition
for Plastics, Rubber
and Composite Materials

MIDEST
MIDEST 24 - 28 NOVEMBER
The International
Subcontracting Exhibition

VISION
VISION 3 - 6 OCTOBER
The World's Premier Fabric Show

EQUIP'AVIO
EQUIP'AVIO 15 - 20 OCTOBER
13th International Exhibition
of New Technologies
of Original Equipment,
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BATIMAT 3 - 8 NOVEMBER
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INTERCLIMA
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Conferences & exhibitions

Remember the fundamentals

Motoko Rich listens to advice on organising a successful event - and discovers that the shape of a table can be as important as choosing the right speaker

Rectangular or round tables: could the success of a conference hinge on such a detail? Quite possibly. "If you want your delegates to have a chance to network, consider sitting people at round tables during lunch. This will facilitate conversation," says David Pegler, managing director of Miller Freeman Exhibitions, a subsidiary of Britain's United News & Media.

Delegates will meet and talk without the help of circular tables, but details such as this can mean the difference between satisfied conference participants and bored, disgruntled ones.

While there is no substitute for good speakers and a relevant subject, ancillary services require attention. For as trivial as they may seem, the proximity of car parks and the frequency and length of refreshment breaks do matter.

"Never forget the fundamentals," says Peter Worger, general manager of the Association for Conferences and Events. "They are as important as the main speaker. If your tea breaks are late, or your lunch overruns, or your audio systems do not work, then you will get people fidgeting and things will start to fall apart."

A non-fidgeting audience is one of the holy grails of conference organising. This principle should govern the selection of the venue and the length of the sessions. "No matter how dynamic a subject, if the delegates are not comfortable they will be distracted," says Mr Worger. "Sessions should be kept short and sharp. The viable attention span is normally about 20 minutes. To listen to someone consistently and coherently for 45 minutes is quite difficult."

Mr Worger warns that conference planners should be careful about the provision



of audio visual equipment. "It is fine if the venue provides for easy understanding of the visual aids," he says. "But if Charlie is at the back of the hall behind a pillar, he won't see the equipment and he'll start to fidget."

To make sure that all of the details are in order, organisers should leave themselves as much time as possible before the event. "You need very good and structured planning," says Adrian Appels, senior manager in charge of corporate marketing at Europay, the European payment card consortium which mounts conferences for its member banks every other year.

For Europay's conference in Seville last year, Mr Appels and his team started preparations 18 months before the event. He is already busy with the details of the con-

sum's conference in Cannes, to be held in September 1998. Europay has decided this event will be too large for it to organise on its own so it is asking a professional conference organiser for help. For large conventions, this may be the best route, although the cost of bringing in professional help could cost anything between £50,000 and £2m, depending on size and extravagance.

A vital point - it would seem obvious but is sometimes given insufficient attention by organisers and sponsors - is the need to ensure that the subject and content of the conference is appropriate for its audience and that the material presented is informative.

Specific content rather than general is usually better, advises Mr Pegler. A conference which is linked to a marketing campaign

should be able to answer several key questions about the product or products it is trying to sell.

Mr Pegler says a sales conference should convey whether the product is new or an upgrade of an earlier model, whether it actually represents a totally new innovation, what the implications and benefits of its use are, how it fits into the global market and who its competitors are, and what changes it will necessitate in the working practices of its users.

He adds that a successful conference will also involve a training or educational component. "People want both theoretical and practical content."

Sales conference planners are encouraged to present delegates with practical applications of the products. At its conference in Seville

last year, Europay launched "Clip", an electronic purse that allows customers to pay with plastic rather than cash, even on very small transactions. To demonstrate the new card to representatives of its member banks, Europay built a "model town" in which delegates could use a sample card to pay for drinks, postcards, newspapers and ice cream.

At the end of the day, though, the best conference organisers remember what the delegates are there for. Planners should be focused and know what they want to pass on to the audience. Mr Worger warns organisers against using too many stylistic frills. He says: "A good speaker who is in a well-lit venue and has short, sharp sessions usually gets a better reaction than any wizzy, dynamic technology demonstrations."

Mystery tour with a clear message

Communication is the objective, and unusual events can pay dividends, reports Amon Cohen

A couple of nights before Christmas, 800 employees of Sinjhaave Group, a Dutch subsidiary of British Telecom, gathered in a car park for a mystery tour.

From there, a fleet of vintage buses conveyed them to a television studio, where they learned through watching a mock TV programme that the company was changing its name and branding to that of Syntegra, its sister operation in the UK.

After a celebratory party, they were returned to the Amsterdam car park in pristine new buses to find Christmas boxes awaiting them in the new company colours.

This was an unusual conference by any standards, but Barry Murphy, head of communications for Syntegra, a business systems consultancy, was pleased with the night's work. "We communicated with 800 people in a way that would not have been possible if they had not all been involved personally," he says.

Mr Murphy's department is responsible for all international conferences at Syntegra. He regards a conference as one of a range of options for communicating with staff. It is the most effective of those options, but it is also the most expensive. For that reason, the prime consideration when planning any conference, as far as Mr Murphy is concerned, is to be clear about what communications purpose it serves and whether those needs can be addressed in a less expensive manner.

"The worst reason for having a conference is that

everyone else does," he says. "It is a big investment by both the company and by employees, who will be spending time away from their work or their family or both."

Good reasons for staging one are: creating a forum for explaining company issues; listening to staff views; and recognising and motivating individuals. "There is also likely to be much more creative strategic thinking away from the day-to-day routine," says Mr Murphy.

"It is a time to talk to other colleagues, especially from abroad, and to build team spirit. However, attendance at a conference is not a prize in itself - it is not an incentive trip. There should always be a serious business core to the event."

Before rushing off to book the nearest country hotel, Mr Murphy says a conference organiser should consider how the conference can be structured to meet these diverse requirements. He also has a seven-point list of tips for any company considering staging an internal conference:

- Make sure that a single department or person in your company organises all conferences, otherwise time is wasted as non-specialists learn skills and knowledge they might only need once a year.

- Syntegra has a dedicated conference project manager who has specialised in the field for 15 years.
- There are many excellent consultancies that will help you organise your conference, but do not simply set them a budget and leave them to do the rest. "The basic ideas and objectives must come from

the organisation," says Mr Murphy.

- Decide whether you want to stage the conference at the weekend, which is more of a burden on employees, or during the week, which is more of a burden on the employer. "You have to balance the investment made by the individual and the organisation," says Mr Murphy. "We tend to organise conferences that start at the weekend and finish during the week, or vice-versa."

- By all means invite a celebrity to speak - but only for after-dinner speaking, not to facilitate the business sessions. "We are all grown-up people," says Mr Murphy. "We know the celebrity is not from the organisation."

- Sessions do not have to be facilitated by senior management either. It removes barriers if employees see their peers take charge. However, a homegrown approach should be no excuse for anything other than a top-class presentation. "If it is sub-standard, then we are communicating that we cannot organise things and that is a waste of our resources," Mr Murphy says.

- Decide how long to allocate for work, social events and free time. "We tend not to give a lot of free time," says Mr Murphy. "That is not what we are there for."

- At one recent Syntegra sales conference, 60 per cent of the walking hours were spent on business, 30 per cent on eating and other social activities, and 10 per cent on a team-building exercise which employees completed at their leisure.

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FEBRUARY SACA EUROPE Exhibition of mouldings, frames, accessories and technologies 20th - 23rd - Bologna	AUTOPROMOTEC International exhibition of products and equipment for transport vehicle servicing 21st - 25th - Bologna	SAIE International building exhibition 15th - 19th - Bologna
MARCH MICAM-MODACALZATURA International footwear exhibition 6th - 9th - Bologna	JUNE LA FIERA Bologna International Trade Fair 7th - 15th - Bologna	EIMA International exhibition of agricultural and gardening machinery manufacturers 29th October-2nd November - Bologna
SAIEDUE Building components and finishing elements 19th - 23rd - Bologna	JULY LINEAPELLE MOSCOW 2nd European exhibition in Moscow of leathers, accessories, components and synthetic products 3rd - 5th - Moscow	NOVEMBER TANNING-TECH Exhibition of machines and technologies for the tanning industry 11th - 14th - Bologna
APRIL CHILDREN'S BOOK FAIR 10th - 13th - Bologna	SEPTEMBER TECNO TMA/TEXTIL Machines for the textile and knitwear industry 10th - 14th - Bologna	LINEAPELLE Preview selection of Italian leather fashions 12th - 14th - Bologna
COSMOPROF International perfumery and cosmetics exhibition COSMOPACK Exhibition of creative packaging 25th - 28th - Bologna	FOR ARCH '97 8th International building exhibition 23rd - 27th - Prague	DECEMBER MOTOR SHOW International car, cycle and motorcycle exhibition 6th - 14th - Bologna
MAY LINEAPELLE Preview selection of Italian leather fashions 7th - 9th - Bologna	CERSAIE International exhibition of ceramics for the building industry and bathroom furnishings 30th September-5th October - Bologna	
SIMAC International exhibition of machinery for the footwear, leather goods and tanning industries 7th - 10th - Bologna		

* Promoted by Fairystem, BolognaFiere's overseas exhibition company

Conferences & exhibitions

Hoteliers vie to be hosts

Events can account for a quarter of an hotel's annual turnover. Kate Bevan discovers how organisers can be wooed for their lucrative business

Do you dread the annual corporate jamboree? The long flight – or long drive if it is held in your home country? The agonising experience of having to be seen to be having fun?

If it is any consolation, it may be even worse for the person who has organised the conference. The planning will have been a long drawn-out, detailed and exhausting experience.

However, for the hotels that host them, they are a very serious business, generating a large chunk of revenue. Simon Hirst, general manager of the Regent hotel at Chiang Mai in northern Thailand, reckons conferences and meetings generate 25 per cent of his turnover.

So how can hotels woo the organisers of this lucrative business? In some cases, it is location that wins the day. The Beverly Hills Peninsula hotel in California was a prime spot for Walt Disney to hold his recent press conferences to launch *101 Dalmatians*. Situated discreetly in the middle of the stars' favourite district, and boasting the only five-star rating in the city, the quiet but convenient location was probably more of a factor than the hotel's technical facilities.

The challenge for conference venues is to be different. In Hong Kong, for example, there is no hotel that cannot offer variations on a Chinese theme, complete with dragons. But the organiser who is up to his or her eyes in dragons might want to hold at least one meeting somewhere different. One innovative space is at the Peninsula, sister to the Beverly Hills hotel. It has recreated a feel for the golden age of air travel with its China Clipper lounge, complete with photographs and artefacts, which it uses mainly for guests arriving or departing by helicopter, but can also be hired out for small meetings and conferences – and not a dragon in sight.

It is a combination of things that leads an organiser to the final choice, says Richard Pavitt, a meetings and incentive travel consultant. "It's not necessarily the cheapest place that wins the business. After all, if you pay peanuts, you get monkeys," Rafter, he says, it is the venue that offers the best package. "It's in the detail. What I want is



Tough conference or a jamboree? Pleasant surroundings and good organisation make work more pleasant

the best possible handling of the event together with the best value for the event. For example, I want the smoothest possible arrival and faultless reception of conference delegates."

But in many cases the final choice of venue may not be particularly scientific. A survey of 840 meetings planners carried out by American Express, the business travel agent, in conjunction with Meetings and Incentive Travel magazine, found that most organisers – 95 per cent – rely on their own knowledge and experience when choosing a venue. Some 78 per cent said they relied on recommendations, and 61 per cent never use a conference placement agency.

Mr Pavitt arrives at his final choice by a process of whittling down and tough negotiating. "You

talk to the leading hotels, get their rates, and sort out what else they might be able to offer." The "something else" is the added value – such as room upgrades at the conference hotel.

"Then it's a case of going and inspecting the best two or three and negotiating nose-to-nose," says Mr Pavitt. Other organisers agree. "Familiarisation trips are by far the best way of evaluating a hotel and new venue," said one interviewed for the American Express survey.

Organisers also agree that the attitude of staff at the venue – from the manager down – can make or break a conference. Said one organiser quoted in the American Express survey: "For large events a dedicated [hotel] manager is always appreciated." Mr Pavitt echoes this sentiment: "You've got to keep all the

staff properly briefed. There is layer upon layer of people who are involved, and you have to work with them, not mop up after them."

Ultimately, the most successful conference will be the one that has been planned minutely by both the organiser and the venue, and costed down to the last item. "You've got to have a minute-by-minute checklist," says Mr Pavitt. Others agree, according to the American Express survey. Said one: "Venues need to pay more attention to detail, and remember the customer is always right." Another said: "Check, check and check again." And that means everything, including the invoice: organisers have found themselves charged for all sorts of bizarre extras – including elephants, fire extinguishers and a plastic duck. Must have been some conference!

MARCH

Date	Event	Venue	Contact
Mar 1-2	International wines and spirits exhibition	Düsseldorf	+49 211 45 60 01
Mar 1-5	International food industry exhibition	Barcelona	+34 93 481 742 2828
Mar 3-5	Transport and logistics exhibition	Barcelona	+34 93 481 742 2828
Mar 3-5	Food and gastronomy and tourism fair	Klagenfurt	+43 46 35 68 000
Mar 3-5	Pharmaceutical conference	New Delhi	+91 11 237 9777
Mar 3-5	FT world steel conference	London	+44 171 896 2828
Mar 4-5	Medical design and materials conference	London	+44 1244 378888
Mar 5	Safety and health at work exhibition	London	+44 181 207 5599
Mar 5	World motor industry conference	Geneva	+41 171 830 1000
Mar 5-6	Global conference	Bombay	+91 11 237 9777
Mar 5-6	Investing in Russia conference	New York	+1 212 337 9777
Mar 5-7	Water preservation congress	Madrid	+34 91 55 74 4130
Mar 5-8	TV Monte Carlo conference	Monte Carlo	+41 171 237 9777
Mar 5-9	International motorcycle exhibition	Dortmund	+49 201 120 4521
Mar 6-16	International motor show	Geneva	+41 22 761 11 11
Mar 7-9	European building and heating trade fair	Vienna	+43 76 12 79 57 00
Mar 7-10	Transport and logistics fair	Barcelona	+34 93 481 742 2828
Mar 8-12	International tourism exchange	Berlin	+49 30 38 30 66
Mar 9-11	International show fashion fair	Paris	+33 1 45 15 15 15
Mar 10-19	Plant engineering conference	Chicago	+1 773 237 9777
Mar 10-21	Sportswear trade fair	Innsbruck	+43 512 50380
Mar 11-12	Hotel and catering trade exhibition	Bournemouth	+44 1202 521222
Mar 11-14	Environmental management conference	Belfast	+44 186 603803
Mar 11-14	International direct marketing fair	London	+44 181 810 7910
Mar 12-15	Investment fair	Moscow	+7 095 255 37 33
Mar 13-16	International leather goods exhibition	Milan	+39 2 8001 0020
Mar 13-19	Office, information and telecoms fair	Hannover	+49 51 688 054 1
Mar 13-19	Information and telecommunications fair	Hannover	+49 51 688 054 1
Mar 14-18	Franchising seminar and exhibition	Brussels	+32 2 535 06 30
Mar 15-16	Middle East oil conference	Bahrain	+965 171 237 9777
Mar 15-16	Property investment financing fair	Munich	+49 89 5107 0
Mar 15-16	MEOS energy conference	Bangkok	+66 2 237 9777
Mar 18-20	Clothing and home textiles exhibition	Helsinki	+358 9 150 91
Mar 19-21	EBIC information business conference	Berlin	+49 30 251 5522
Mar 19-21	Restaurants and catering fair	Stockholm	+46 8 749 41 00
Mar 19-21	Industrial & consumer electronics fair	Prague	+42 2 444 681 619
Mar 19-21	Power, environment, mining conference	Moscow	+7 095 237 9777
Mar 19-23	EBIC business information conference	Berlin	+49 30 251 5522
Mar 19	Security exhibition	Nottingham	+44 1782 255511
Mar 19-20	Travel trade fair	Birmingham	+44 181 910 7910
Mar 19-21	Interleam Asia environmental conference	Singapore	+65 434 237 9777
Mar 19-21	Worldwide licensing exposition	Antwerp	+32 3 237 9777
Mar 19-21	Liquor, food and catering conference	Paris	+33 1 45 15 15 15
Mar 20-21	Petroleum and life assurance conference	Lille	+33 3 20 51 54 44
Mar 20-21	Channel tunnel conference	Nice	+33 4 93 71 20 00
Mar 20-23	Water treatment exhibition	Copenhagen	+45 33 15 85 280
Mar 20-23	Transport '97	Leipzig	+49 351 853 1888
Mar 20-23	Food and wine fair	Manchester	+44 171 828 9777
Mar 23-25	Middle East fire and security conference	Bahrain	+965 171 237 9777
Mar 24-25	FT world pharmaceuticals conference	London	+44 171 896 2828
Mar 24-26	British Accounting Association conference	Birmingham	+44 121 200 4000
Mar 25-27	World physics exhibition	Leeds	+44 171 470 2800
Mar 25-28	Industrial sleeping conference	Paris	+33 1 4742 8256
Mar 26-28	International recycling exhibition	Paris	+33 1 4742 8256
Mar 26-27	Shoe fair	Innsbruck	+43 512 50380
Mar 26-28	Property research conference	Singapore	+65 434 237 9777

APRIL

Date	Event	Venue	Contact
Apr 1-2	Petrochemicals conference	Singapore	+65 434 237 9777
Apr 1-5	German Surgical Society conference	Munich	+49 89 51070
Apr 2-3	Info-tech exhibition	Sarajevo	+381 11 285 9720
Apr 5-13	International motor show	Stockholm	+46 8 749 41 00
Apr 6-9	International paper conservation conference	London	+44 1794 511331
Apr 7-10	International oil and gas exhibition	Moscow	+7 095 237 9777
Apr 7-11	Communications conference	Singapore	+65 434 237 9777
Apr 8-10	International vending exhibition	Birmingham	+44 1782 255511
Apr 8-10	Advertising and sales promotion fair	Hannover	+49 51 688 054 1
Apr 8-12	International food and packaging exhibition	Roskilde	+45 46 35 68 000
Apr 8-12	International security trade exhibition	Budapest	+36 1 263 6000
Apr 8-10	Electrical engineering exhibition	Calnehead	+44 17132 359890
Apr 8-11	International security fair	Wien	+43 1 218 65 280
Apr 10-11	East Meets West construction conference	Berlin	+49 30 251 5522
Apr 10-12	Pre-press service & equipment exhibition	Göteborg	+46 31 548 57377
Apr 10-13	International franchises fair	Frankfurt	+49 69 75 750
Apr 11-20	International commercial vehicles motor show	Porto	+351 2 99 61 400
Apr 12-16	Hotel and catering exhibition	Nuremberg	+49 91 88 080
Apr 13-17	Int'l engineering and food conference	Brighton	+44 171 222 7899
Apr 14-16	Telecoms and computer conference/exhibition	Frankfurt	+49 69 75 750
Apr 14-16	Pacific oil and gas conference	Malaysia	+60 3 237 9777
Apr 14-16	Neurotic '97	Birmingham	+44 1208 644200
Apr 14-18	Industrial fair	Hannover	+49 51 688 054 1
Apr 15-16	CEE pharmaceuticals conference	Budapest	+36 1 263 6000
Apr 15-16	Business connections exhibition	Dublin	+353 1 486 603803
Apr 15-16	FT world water conference	London	+44 171 896 2828
Apr 15-16	Office management exhibition	London	+44 181 910 7910
Apr 15-17	Pharmaceutical technology conference	Atlanta	+1 404 525 99 21 50
Apr 15-17	Network data and telecoms conference	Copenhagen	+45 33 15 85 280
Apr 15-18	Medical technology exhibition	St Petersburg	+7 812 237 9777
Apr 16-17	Business computing conference	Stockholm	+46 8 749 41 00
Apr 16-17	Trade fair	Moscow	+7 095 237 9777
Apr 16-17	Euro-Cash '97 conference	Amsterdam	+31 20 611 111
Apr 22-25	Cable and satellite exhibition	London	+44 181 910 7910
Apr 21-24	Infomedia/Internet Asia conference	Singapore	+65 434 237 9777
Apr 21-24	Environment biotechnology conference	Oxford	+44 171 237 9777
Apr 21-25	International water industry exhibition	Berlin	+49 30 38 30 66
Apr 21-25	International packaging exhibition	Utrecht	+31 30 29 55 911
Apr 21	IT City course	London	+44 171 896 2828
Apr 22-24	IT expo	Milano	+39 2 8001 0020
Apr 22-24	European telecoms law conference	Brussels	+32 2 535 06 30
Apr 22-25	Automation and robotics trade fair	Salzburg	+43 662 44770
Apr 22-25	Fire safety conference	Johannesburg	+27 11 237 9777
Apr 24-25	FT European electricity conference	Vienna	+43 1 4742 8256
Apr 24-25	Healthcare conference	Paris	+33 1 4742 8256
Apr 25-28	Creative packaging exhibition	Paris	+33 1 4742 8256
Apr 26	Paris fair	Paris	+33 1 486 603803
Apr 27-30	SBMT automotive trade show	Birmingham	+44 171 237 9777
Apr 29-30	Overseas traders transport conference	Athens	+30 21 237 9777
Apr 30	Swiss market conference	Baltimore	+1 410 237 9777
Apr 30	Travel, languages and culture fair	Geneva	+41 22 761 11 11

MAY

Date	Event	Venue	Contact
May 4-6	Media and marketing conference	Hannover	+49 51 688 054 1
May 5-7	SOE software quality conference	Ulm	+49 714 237 9777
May 5-9	World investment markets conference	Miami	+1 305 237 9777
May 5-9	Metallurgy trade fair	Nuremberg	+49 91 88 080
May 6-10	Entech Asian environment conference	Bangkok	+66 2 237 9777
May 8-9	Pensions funds annual conference/exhibition	Hannover	+49 51 688 054 1
May 10-14	International food and drinks exhibition	Lyon	+33 478 229 289
May 12-13	Electronic comms & postal services forum	Frankfurt	+49 69 75 750
May 13-14	Accounting standards conference	Stockholm	+46 8 749 41 00
May 13-15	Paper conference	Graz	+43 316 886 256
May 13-15	Water pipeline systems conference	The Hague	+31 71 237 9777
May 13-15	Marine technology conference	Poland	+48 22 337 9777
May 14-15	FT Zambia investment opportunities conf	Lusaka	+260 21 896 2828
May 14-16	Medical congress	Berlin	+49 30 38 30 66
May 15-22	World tin conference	Belgium	+32 2 535 06 30
May 15-22	Woodwork machinery fair	Poznan	+48 61 223 5552
May 20-21	FT electronic publishing conference	London	+44 171 896 2828
May 20-22	Internet World International	London	+44 1899 388000
May 20-22	Wine trade fair	London	+44 171 973 8401
May 21-22	Tunes/Spain transport conference	Kazakhstan	+7 331 237 9777
May 21-22	FT healthcare conference	London	+44 171 896 2828
May 21-23	Oil and gas conference	Tashkent	+7 331 237 9777
May 21-23	Shanghai furniture fair	Copenhagen	+45 33 15 85 280
May 22-23	Int'l consumer & industrial products fair	Nicosia	+357 2 313444
May 22-25	Cyberworld '97	Bern	+41 31 332 19 38
May 24	International trade fair	Luxembourg	+352 4999 1
May 25-29	Medforum healthcare conference	Barcelona	+34 93 481 742 2828
May 25-29	Data and telecommunications show	Zurich	+41 11 25 63 63
May 27-31	International investment goods trade fair	Budapest	+36 1 263 6000
May 27-31	International investment goods trade fair	Budapest	+36 1 263 6000
May 28	Business technology expo	London	+44 1732 359890
May 29-31	Austrian surgeons' conference	Innsbruck	+43 512 50380

The above data has been supplied by Conferences and Exhibitions Diary, 2 Praterplatz, Oxford Road, Aylesbury HP19 3 EY, UK (Tel: +44 1295 25283); Conference Calendar, 123 Adams Gardens, Brunel Road, London SE16 4JH (Tel: +44 207 7777); and FT Conferences, 149 Tottenham Court Road, London W1P 9LL, UK (Tel: +44 171 896 2828).

Business Travel '97

London hosts show

More than 30 new products and services are due to be launched at Business Travel '97, the UK exhibition dedicated to the corporate travel market which opens in London next week.

The unveilings will be made by top names in the airline, hotel, car rental and business travel management consultancy sectors.

A key feature of the exhibition will be a series of seminars concentrating on communicating advanced business solutions and core travel management skills. The programme of morning and afternoon seminars will be supported by practical workshop sessions.

The programme includes:

- How to get the best out of your travel agent
- How to get the best tax deals as a business traveller.
- A beginner's guide to planning and arranging business travel.
- How to exploit frequent flyer programmes.
- How to get the hotels you want at the prices you want.

Those scheduled to take part in these seminars include Roland Moons (managing director of European), Gavin Halliday (British Airways), Derek Jewson (Unilever), Mike Smith (American Airlines), and Paul Walt (American Express).

A new feature of the exhibition this year is a series of lunchtime panel sessions. These will include a head-to-head between Peter White, director of sales at British Airways, and Paul Griffiths, commercial director of Virgin Atlantic.

The exhibition, which is being arranged by Centaur Exhibitions, in association with Travel Trade Gazette, Business Traveller, and the Financial Times, is being held at the Business Design Centre, Islington Green, London between February 11 and 13. Further details: Tel: +44 171 287 5678; fax: +44 171 287 0710. Ticket hotline: +44 181 710 2185.



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Air & rail travel

Airports have to find the right balance

Roger Bray explains why offshore runways are likely to become more common

The Dutch parliament is about to open a national debate which will be echoed across the world and whose outcome, whichever way it goes, will affect the price of flying.

At issue will be the balance between commercial expediency and the environment – a term which in this case embraces not just nature but quality of life for people living under noisy flight paths.

The Netherlands' main airport, Amsterdam Schiphol, is likely to reach its capacity some time in the next decade, but the problem is not one of space. It already has four runways and a fifth has been approved. Creating extra terminal capacity would not be difficult. For environmental reasons, however, the government has set a limit of 44m passengers a year.

The options for growth after that are offshore – in the North Sea, the IJsselmeer (Zuider Zee), or in the port of Rotterdam. But first parliament must decide the issue of philosophy. Does the Netherlands want to continue competing for international air traffic?

About 40 per cent of Schiphol's passengers are in transit. How much benefit do they bring to the national exchequer?

That is a question which has dogged airport developers increasingly in recent years. It has featured prominently, for example, in arguments at the marathon public inquiry into plans to

build a fifth passenger terminal at London Heathrow.

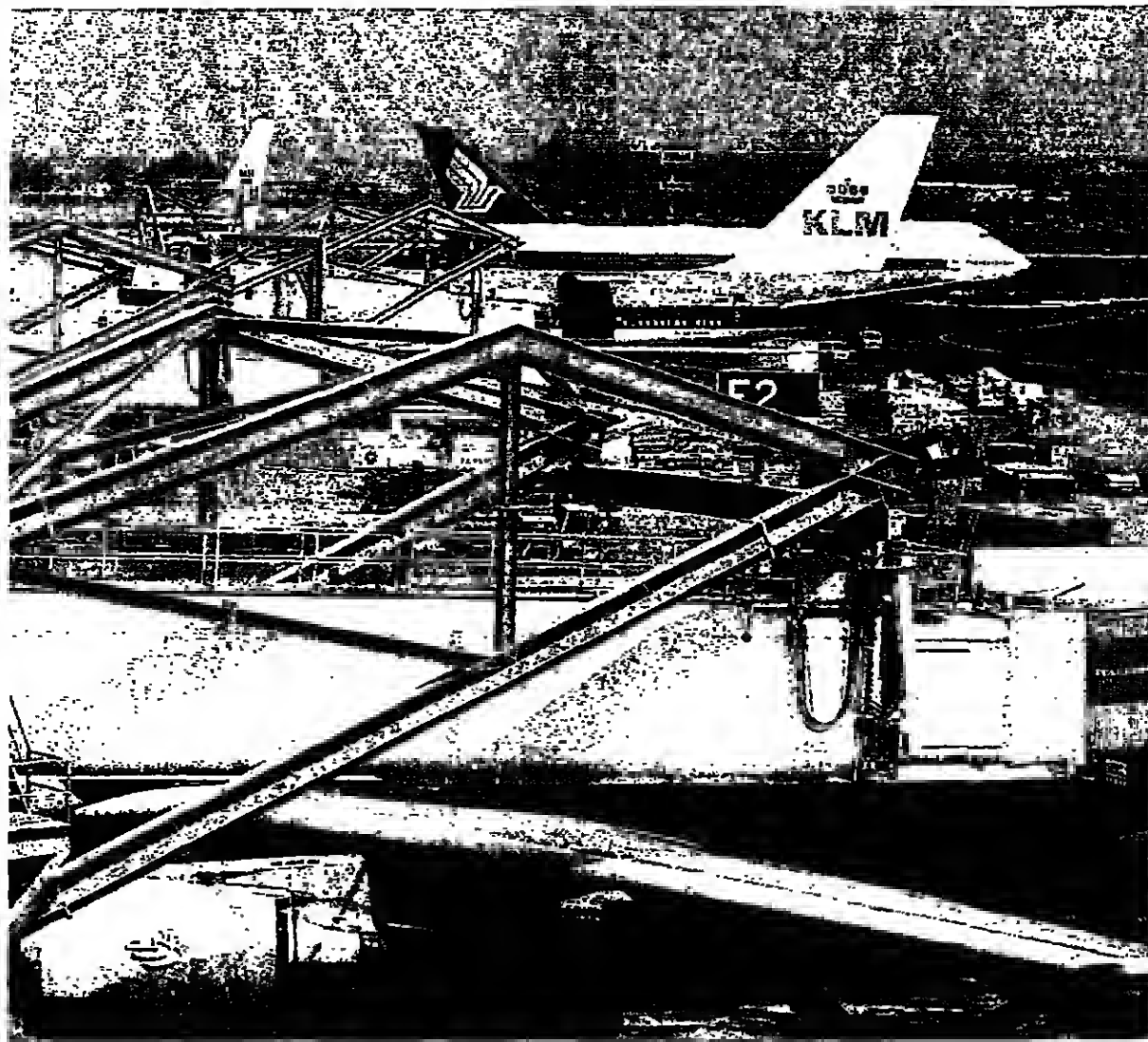
Those developers know that many routes would not be viable without transfer traffic. Cramp its growth, and passengers seeking quick and convenient connections will change aircraft elsewhere, services will die, the airport will drop out of the major league.

Inevitably, the argument has reached different stages around the world, but it seems likely that more and more hub airports will have to be built in the sea to appease local protest groups.

In Asia, where at least \$42bn of airport development is under way or planned, Japan's recently-constructed Kansai and Hong Kong's forthcoming Chek Lap Kok both incorporate large amounts of land reclaimed from the sea. There is talk of a third airport for Tokyo – also on an offshore site.

Environmental demands are intensifying at a time when international travel and tourism is predicted to grow at an average rate of almost 6 per cent a year over the next 10 years.

For every plus there seems to be a minus. Leading airports will be able to make greater use of runways and simultaneously combat the noise lobby through the operation of larger jets, but the need to fill those aircraft – if they are built – is likely to encourage more feeder services from smaller, provincial airports.



Schiphol: Further expansion is being limited by the authorities on environmental grounds

Electronic ticket machines are easing pressure on terminals by cutting check-in queues. But the impending abolition of duty-free purchases for passengers flying between EU countries is forcing airport operators to compensate for the loss of revenue by creating more retail space.

The opening of existing and former communist regimes to greater competition promises to cut flight delays by freeing more airspace. But the new business this generates will add to overall congestion. At one end of the scale, Albania's out-dated Tirana airport is undergoing a \$22m

renovation; at the other, China, where traffic growth is dramatic enough to prompt a forecast that eventually it will be second in volume only to that in the US, is pumping \$3bn into the modernisation of some 100 airports.

While it wrestles with such conundrums, the industry is facing continuing demands for smoother service, easier access and less all-round hassle.

Despite the argument over transit passengers, Heathrow recently acknowledged their importance by providing them with a new centre in which to work and relax between flights. Before long

baggage delivery is likely to be improved by the incorporation of microchips in suitcases, allowing them to be tracked at all times. Limousine check-in for high fare customers, which can happen en route to the terminal entrance, has been introduced by at least two airlines – Emirates and the UK's Virgin Atlantic – and looks like a sign of things to come.

Provided security demands can be met, ticketless travel will also ease pressure at airport check-ins, allowing passengers without bags to pick up boarding passes from car park machines, for example.

There are some areas in

which congestion will pay short-term dividends. The busier the airport, the more it generates road traffic, for example. The more cars, the greater stimulus for airports to develop new public transport links.

It is happening in the UK, where the much-delayed Heathrow Express rail link with Paddington in central London will provide a welcome alternative from an underground train service shared with commuters. And it is happening at New York's Kennedy, hardly the world's most user-friendly airport, where "people mover" trains will soon replace the bus services between terminals.

The picture is still fuzzy

Technical problems plague efforts to keep passengers entertained above the clouds, says Roger Bray

Few revolutions have begun so unconvincingly. The prospect of interactive in-flight entertainment systems has been dangled for so long that it no longer seems such a radical advance. But because of persistent technical problems, hardly any airlines have installed them.

The real benefit of such systems is video on demand, which allows passengers to select a movie or TV programme at any time, simply by selecting it on a control panel. They may then watch it on an individual screen and start or stop it at will.

Some airlines already offer it to first or business class passengers – after a fashion. They carry a stock of cassettes which passengers slide into armrest slots. The disadvantage is that a fellow traveller may have grabbed the film you want.

Others provide hand-held viewers. This has provided a stop-gap solution for United Airlines, which has run into serious difficulties trying to fit the latest entertainment technology.

Though it already has built-in, individual screens on Boeing 777s flying to London, United is introducing portable monitors to passenger flying on other international routes.

Air France is testing video on demand by remote control on one aircraft but is not yet happy with its reliability, and is likely to wait for the delivery of new aircraft fitted with high-capacity fibre optic cables before offering it more widely.

The UK's Virgin Atlantic will have the necessary hardware as part of a new entertainment system on five aircraft due to be delivered by June and hopes to have the software soon after-

wards. It says the new jets will not have fibre optics, which it doubts are a practical solution.

It's neck and neck between Swissair and the small UK carrier Debonair to lead the way with in-flight gambling. Singapore Airlines is likely to join them by the end of the year.

"On demand" is the current buzz phrase. Interactive technology promises other benefits besides catching up with the latest cinema releases and playing a hand or two at blackjack. When the bugs have been removed, passengers will be able to shop from their seats, hire cars, and book hotel rooms.

One reason those bugs proliferated is that airlines, finding it ever harder to outdo rivals with significant service improvements, were over-eager in their rush to install these new systems.

There are other, less costly ways of wooing the premium fare payer. British Airways, for example, is offering first class customers meals "on demand", instead of serving them when the cabin staff are ready. Long-haul club class passengers can graze at any time on snacks such as sandwiches.

Though it has been possible to make telephone calls from most modern long-haul jets for some time, airlines have been loath to allow incoming connections because of the threat of bomb boaxes. In the US, however, you may now subscribe to a pager system.

The problem may be overcome soon in another way. Skyphone, an international consortium including BT, plans to offer passengers links with the Internet, allowing them to send and receive messages by e-mail.

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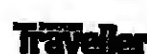
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Business Travel 97

FIERA MILANO

Air & rail travel

NEWS IN BRIEF

By Roger Bly

Eurostar seeks clear run of track

Some passengers wonder if prices are outstripping service. Charles Batchelor reports

Eurostar high-speed trains between England, France and Belgium have attracted back many of the passengers lost when services were suspended in the wake of last November's Channel tunnel fire. But capacity will remain restricted at least until June.

A total of 70,000 people were carried in the second week of January compared with the 100,000 who were travelling each week before the fire, though early January is traditionally a quiet time. Over the three weeks of the Christmas-New Year period, a respectable 220,000 people were carried.

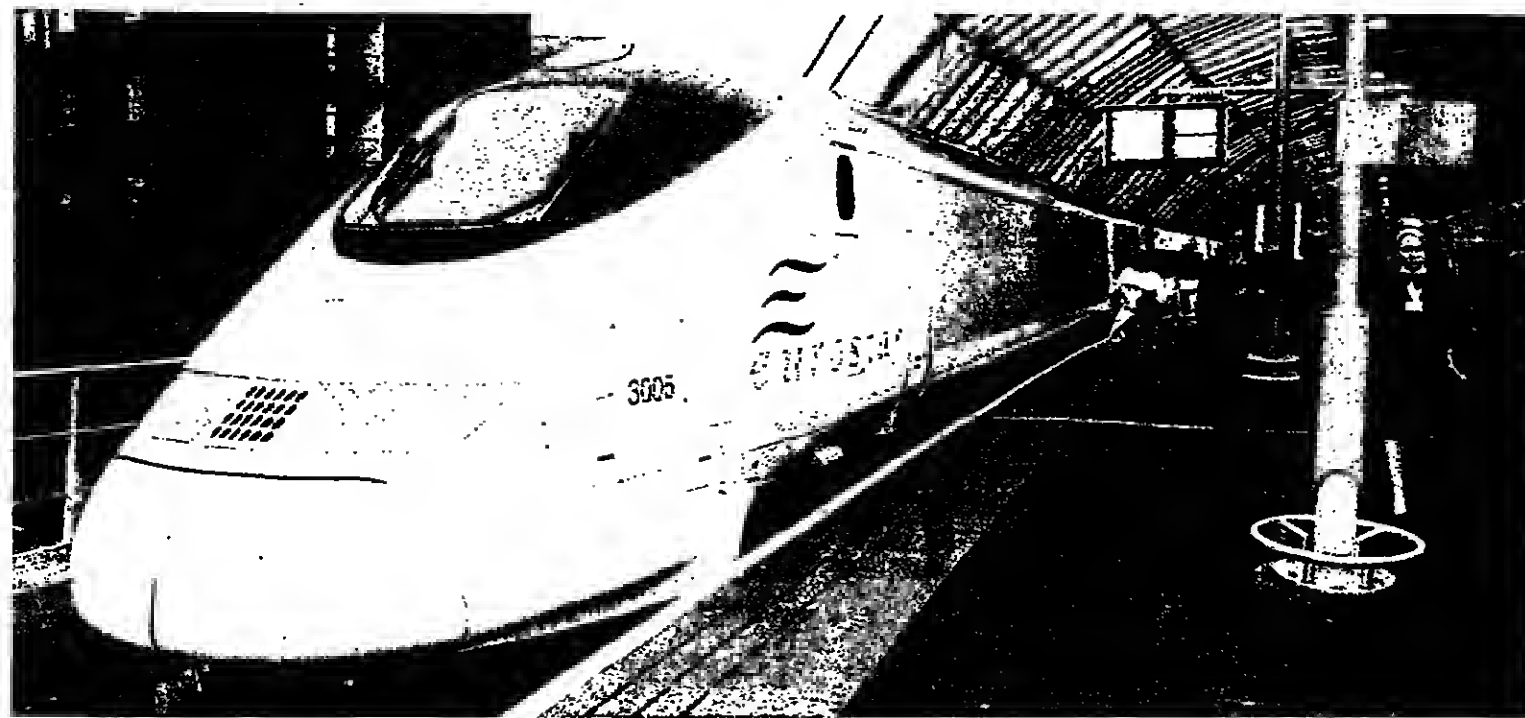
Repair work on the section of tunnel damaged by a burning freight shuttle is expected to take until May, but Eurostar says it will take a week or so to reload its computers with timetable information and advertise its services to its customers.

Despite the loss of 10 trains a week in each direction from the timetable, Adam Mills, chief executive of London & Continental Railways (LCR), Eurostar's parent company, is confident passenger numbers will soon be back to pre-fire levels.

The marketing campaign launched by the new marketing team which arrived from Richard Branson's Virgin group in early 1996 has begun to achieve results. A range of new fares catering for a much more highly segmented market has been launched and passenger numbers have begun to climb.

Nearly 5m passengers were carried in 1996 compared with 3m the year before. The fire will have set back its targets slightly, but Eurostar was previously forecasting it would reach an annual rate of 10m passengers - and financial break-even - within the next 18 months.

Some people in the travel



Eurostar has had many setbacks. But figures suggest passengers are returning after the tunnel fire

industry question, however, whether price is starting to become a barrier to further growth. In the early days, Eurostar offered relatively cheap fares and also benefited from the travel policies which required employees to fly economy class but allowed them first class train fares.

Many business travellers across the Channel not surprisingly opted for first class train travel, although Eurostar's top-of-the-range Premium First Class tickets are now more expensive than airline club class tickets.

"Some companies are getting smart to this," says Mike Platt, director of commercial affairs at Hogg Robinson Travel.

The travel industry has welcomed the changes wrought by LCR since it took over Eurostar. It has developed a much more customer-oriented approach and

introduced airline-style levels of service. Tickets are interchangeable and can be booked on departure. A frequent traveller programme has been introduced, and an executive lounge has been opened at Waterloo International in London.

"But some people would say they have pushed up prices faster than service," comments Mr Platt. "They have taken it to its furthest point. Only time will tell whether they have crossed the line."

Travellers may also be deterred by the addition of between 20 and 30 minutes to journey times at the moment to take account of the restricted capacity of the tunnel. Timetables have had to be juggled to allow "flights" of six trains - including Eurostars, passenger shuttles and freight trains - an hour through the tunnel in each direction.

These delays have emphasised the importance to the long-term success of Channel tunnel services of completing high-speed lines in Belgium and the UK. This will allow journey times to be reduced, putting greater pressure on the airlines.

At present, the London-Paris journey time is three hours but will come down to 2½ hours when the British high-speed line is completed in 2003. The London-Brussels time is 3¼ hours, reducing to 2½ hours when the Belgian high-speed line is opened in mid-1998 and 2¼ hours when the UK line is finished.

In the UK, plans to extend Eurostar services beyond London have suffered considerable delays, and Eurostar is now talking of a June start to services up the main west coast line and "late summer" for the east coast services to the north of England and Scotland.

Eurostar has had difficulty in obtaining approval from Railtrack to run its trains north of London. Their powerful electronic systems pose a potential threat to signalling and control systems on the existing railway.

The temporary service of two link trains a day from the north of England direct to Waterloo has been stopped, and Eurostar passengers will now be able to book through-tickets on the regular mainline services. This will increase the choice of trains but means travellers will arrive at either Kings Cross or Euston in north London and must then cross the capital by Underground or taxi.

This does, however, end the absurdity of dedicated Eurostar link trains carrying just a handful of passengers because the Channel tunnel security regime dictated

they could not carry domestic passengers as well.

The prospects for the launch of sleeper services through the tunnel looks increasingly uncertain, however, and the project is under review by Eurostar. The problems it faces are the technical complexity of the trains and the uncertainty of the market place. Will business travellers from Cardiff or Glasgow want to travel overnight to continental European destinations, even if they can be guaranteed breakfast-time arrival?

Making a success of Eurostar is proving harder than first envisaged. The initial forecast was that 13½m passengers would be carried in the first year, but in practice attracting business has involved getting a mass of detail right. Managers are making good progress, but there is still a long way to go.

Changi voted 'best' again

Singapore's splendid Changi Airport continues to set standards for the rest. Latest plaudit came from readers of Executive Travel magazine, who again voted it best in the world. They are not alone.

Another poll, published last year, showed that business travellers flying with carriers belonging to the International Air Transport Association also rated it number one - ahead of the UK's Manchester and Amsterdam's Schiphol.

Crisp landing

Briefcase space is limited. Is there one thing, above all others, that you always carry aboard an aircraft on a long flight? For Sir Colin Marshall, president of the Confederation of British Industry and chairman of British Airways and Incheape, it's a fresh, white shirt.

Sir Colin, who travels at least once a week, says: "I always change shirts before we land. It makes you feel like a new man."

Bangkok bouquet

Soon you will be able to order flowers from your airline seat - by tapping in a request on your individual computer screen. Until then, orchids are the best bet. Get a large box at Bangkok airport, for example, from around £10. But can you bring them through customs? Yes, says the ministry of agriculture, fisheries and food. The only cut flowers from non-EU countries which need special clearance are chrysanthemums, geraniums and pelargoniums.

Ringing up big bills

Where in Europe will you pay the highest hotel telephone charges? Latest comprehensive data suggests it is still the Russian Federation. A report by consultants Pannell Kerr Forster Associates covering 1995 showed that, on average, guests there not only paid the highest room rates, but that payments for calls represented 6 per cent of hoteliers' revenues - the highest proportion in Europe and nearly three times Italy's 2.1 per cent.

Bird's eye view

The idea of fitting external, closed circuit television cameras to airliners was hatched for safety reasons. It was suggested they might enable pilots to spot an engine fire, for example. But after conducting tests, the UK Civil Aviation Authority decided they posed too many unresolved questions to justify making them compulsory. Flight deck pictures might distract the crew during the critical moments of take-off, for example.

Dubai-based airline Emirates has found another use for them. Its Boeing 777s have two, which allow passengers a "pilot's eye view" of take-offs, landings and the en-route scenery over which they fly.

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World Investment in Tourism - Conference & Exhibition</p> <p>26-28 Bit '97 International Tourism Exchange</p> <p>28-4 Modamilano - MilanoVendemmia Women's wear collections</p> <p>28-4 Modamilano - Modit Women's wear collections</p> <p>Milano Collezioni Donna Women's wear - Autumn/Winter 1997-1998 Collections</p> <p>3-5 Moda In - Tessuto & Accessori International clothing textiles and accessories Exhibition</p> <p>4-6 Promotion Expo Exhibition of objects for promotion and business gift. Promotional services. Materials and objects for point of purchase advertising.</p> <p>6-10 Cartoomics Exhibition of comic-strips and cartoons</p> <p>6-10 Didattica Exhibition of equipment and materials for didactics</p>	<p>6-10 "R" Salone del Libro e della Comunicazione Religiosa 4th Exhibition of Religious Books and Communication</p> <p>6-10 Domus Acta - Salone per i Luoghi di Culto e le Comunità Religiose Exhibition for Places of Worship and Religious Communities - Exhibition of equipment and services for building, restoration, furnishings, religious objects, paraments, art and music, culture, social activities and associations</p> <p>13-16 71 Mipeli International leather goods market</p> <p>13-17 Miffur Fur and leather Exhibition</p> <p>18-22 Ipack-Ima '97 International Exhibition Packaging and Packaging: Mechanical Handling, Food processing Industrial Machinery</p> <p>19-22 Tau Expo '97 4th International environmental technologies and services Conference Exhibition, 6th Human Protection, Civil Defence and Fire-fighting exhibition</p> <p>21-23 MilanoFili '97 International Filatelic exhibition</p> <p>21-24 Miant Modern and contemporary art Exhibition</p> <p>9-14 36 Salone Internazionale del Mobile International Furniture Show</p> <p>9-14 Eurocucina 12th International Kitchen furniture and furnishings exhibition</p> <p>9-14 Salone del Complemento d'Arredo Furnishings accessories</p> <p>9-14 9° Eimur Biennial International office furniture exhibition</p>	<p>24-27 Zoomark 7th International Exhibition of Products and Accessories for Pets</p> <p>24-28 Siof '97 17th International photography, cinema, video, audiovisuals and photo-finish exhibition</p> <p>24-28 Sim Hi-Fi '97 27th International musical instruments, hi-fi, consumer electronics, video and multimedia exhibition</p> <p>May 5-10 Plast '97 International plastics and rubber exhibition</p> <p>7-10 Smau Cadd Specialized computer aided technologies exhibition</p> <p>9-12 Tex Fair Exhibition of furnishing textiles</p> <p>9-12 Mido '97 International optics, optometry and ophthalmology exhibition</p> <p>22-26 Intel '97 15th International Electronics and Electronics exhibition</p> <p>3-5 Modaprima International knitwear and clothing exhibition</p> <p>4-7 Movint '97 9th International materials handling exhibition</p> <p>6-8 Chibidue '97 International exhibition of gift articles, perfumery items, costume jewellery and smokers' supplies</p> <p>6-8 Chibimart '97 Exhibition Market of Handicraft Typical Products</p> <p>11-15 Juniors International sportswear, sport articles and competing equipment exhibition</p>	<p>6-7 Progetto Intimo 1997 Underwear Exhibition</p> <p>4-7 Micam - Modacalzatura International footwear exhibition</p> <p>5-8 Macer Autunno '97 International Exhibition of Tableware, Household and Gift Items, Silverware, Goldsmith's Items, Watches</p> <p>5-8 Bijoux '97 Costume jewellery exhibition</p> <p>16-21 Eterna Moto '97 53rd International motorcycle exhibition</p> <p>16-21 Eterna Bici '97 53rd International bicycle exhibition</p> <p>18-21 72 Mipeli International leather goods market</p> <p>18-21 Mitoch Renewed International tools, hardware and do-it-yourself exhibition</p> <p>18-21 MGA, Milano Garden Show 4th Gardening Exhibition, Products, Machines, Equipment, Garden Furniture and Services for the Maintenance and Upkeep of Gardens and Rural Areas</p> <p>29-1 Moda In - Tessuto & Accessori International clothing textiles and accessories Exhibition</p> <p>2-6 Smau '97 34th International Exhibition of information & communications technology</p> <p>3-7 Modamilano - Modit Women's wear collections</p> <p>3-7 Modamilano - MilanoVendemmia Women's wear collections</p> <p>3-7 Spositalia Gowns and accessories for the bride and formal occasions</p>	<p>October 15-16 25 Expoedental '92 Expoedental Exhibition of equipment and materials for dentistry and dental technology</p> <p>16-20 Ibs '97 10th International Audio, Video, Broadcasting and Telecommunications Show</p> <p>17-19 "Bu come Bambino" Exhibition about early childhood and paediatrics, preschool and summer toys</p> <p>18-20 Intersan '97 26th International Exhibition of technical and sanitary orthopaedics, sanitary articles, surgical instruments, physiotherapeutic appliances, hospital equipment, surgical consumables, sanitary articles for infants and aids for disabled</p> <p>19-24 64 Miffed Cinema and Television International Multimedia Market</p> <p>21-24 Mac '97 35th International exhibition of analysis, research, monitoring and biotechnology equipment and chemistry apparatus</p> <p>21-24 Mosan 15th National sanitary articles exhibition</p> <p>22-25 Vitrum '97 Specialized International Exhibition for flat, beaded and hollow glass manufacturing machinery, equipment and plants; 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Hotels & restaurants



Room rates remain firm in spite of tough competition

Business travellers are beginning to show resistance to paying higher prices for accommodation, particularly in London. **Scheherazade Daneshkhu reports**

Business travellers are facing increasingly expensive hotel bills in many parts of the world. Strong growth in demand for hotel accommodation by both business and leisure travellers is sustaining already high hotel rates in the main commercial cities, according to American Express.

Hotel rates worldwide rose last year by between 15 and 20 per cent, following a similar rise the previous year, according to the company.

"Demand for hotel rooms continues to be very strong, particularly in the four and five-star sector," says Borge Ellgaard, vice-president of the hotel relations division. "Cities which double as both business and leisure destinations - such as London,

New York and Rome - have seen significant rises for the second year running."

London hotels, particularly at the top end of the market, have pushed through some of the highest rises. Business travellers are the largest source of business for London's five-star hotels, accounting for 72 per cent of guests, according to Arthur Andersen, the accountancy firm.

It found that average room rates at five-star London hotels rose steadily over the year from £152 per night, excluding tax, in the first quarter of last year to £175 in the third quarter.

Occupancy rates rose to more than 80 per cent in the third quarter. "This strong demand has allowed luxury hotels to increase published rates and

reduce the volume of special rates on offer," said Arthur Andersen.

Although the rise in UK room rates is high, the picture across Europe is patchy. Room prices in Paris have increased by between 5 and 10 per cent but in Rome, hotel prices have been rising as strongly as in the UK. Strong demand in New York has also led to significant rises.

Mr Ellgaard said that further increases, particularly in London, could jeopardise the rate of growth of the travel market. Business travellers are already beginning to show resistance to paying higher prices, particularly at the upper end of the market.

However, competition to attract business travellers remains intense as international

chains set ambitious targets to cover as many areas of the globe as possible. The drive for global expansion was the spur to the agreement signed last month between Beverly Hills-based Hilton Hotels and Ladbroke - the UK group that owns the Hilton name outside the US, through its Hilton International subsidiary - to reunite the Hilton hotel brand worldwide.

Both companies are now making reservations for each other's hotels through their jointly-owned reservations system. Another benefit for customers is that HHC's Hilton Honors Worldwide loyalty scheme has been expanded from applying solely to Hilton hotels in the US to include Hilton International hotels.

The Hiltons scheme is the only hotel loyalty programme to allow travellers to exchange points for airline miles and exchange airline miles for points, according to Hilton. The scheme also covers Conrad International and Vista hotel brands.

Give diners the fax...

Nicholas Lander brings himself up to date with the best eating spots around the world with the help of some restaurant guides

Keeping abreast of the restaurant scene in London, New York, San Francisco or Paris in its current expansionist phase is not easy as all sources of information have specific weaknesses.

The British Michelin, The Good Food Guide, the Egon Ronay and the AA Guides are the most comprehensive but they are the least user-friendly in terms of format and weight. And, as annuals, they do not include the most recent openings.

However, their greatest practical advantage is that they invariably give a restaurant's fax number (and few these days do not have faxes). It is always advisable to confirm your booking by fax, particularly if you want to eat at one of the larger restaurants where the opportunity for human error over a booking is considerable.

By contrast, the Zagat restaurant guides, which now cover 40 American cities and London, and the

Harden brothers' guides to London slip easily into any briefcase or jacket pocket.

These guides are based on diners' experiences and verdicts, and rate restaurants numerically on food, service and ambience. Consequently, they contain vast

amounts of number-crunched data and lists - by area, cuisine and price - but sadly not the restaurants' fax numbers. Both guides regularly publish newsletters to cover the most recent openings and have e-mail addresses: contact Zagat on

zagat@zagatsurvey.com and the Hardeners via mail@hardens.com.

Newspapers are the most immediate source of up-to-the-minute restaurant reports. But as restaurant openings increasingly become media events, a favourable review invariably means immediate full houses.

Should you have a favourite restaurant, where you like the food and service and you are able to dine at a quiet corner table when you need one, frequent it; in today's competitive market, restaurateurs do appreciate regular customers.

Set-price lunch menus continue to offer excellent value, as do the albeit more expensive hotel dining rooms which, by contrast, offer space, a higher staff/guest ratio, and a sense of calm.

Finally, cosmopolitan business travellers to Japan might like to consider packing a paperback copy of Richard Hosking's recently-published Dictionary of Japanese Food (£20; £12.99). The first book of its kind to appear in English, it will make travel in Japan or even a visit to a Japanese restaurant much more enjoyable.



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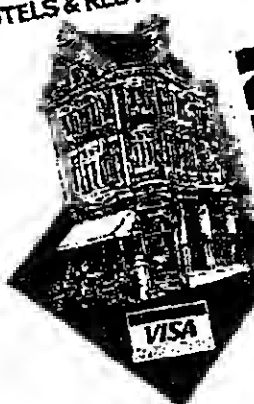
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FT Surveys

Travellers' technology

A pocketful of little gizmos

Computers, cameras and radios are coming down in size. Roger Bray casts a lightweight traveller's eye over some of them



Above: The IXUS is the smallest camera made by Canon, but is packed with features

Above, right: Sony's ICF SW100 radio is another example of big power in a compact size

Right: Casio's painttop Cassiopeia PDA comes with a stripped down version of Windows 95 software

Drawings: Ashley Hamilton Lloyd

Travelling light is becoming easier, but temptation to stuff your cabin baggage with gadgets grows ever stronger. Reaping the benefits of miniaturisation requires increasingly thoughtful planning.

Time recorders, short-wave radios and coffee makers have been made enticingly small – but will you really need them? Computer manufacturers are reducing the weight of some laptops by allowing you a choice of components instead of trying to cram everything into the same box – but which to take and which to leave?

Do you need to take the laptop at all? The new Psion 3C palmtop, available in the two megabyte version for around £400 (£340 tax-free), comes with an infra-red device which enables you to point it at a printer and obtain a hard copy without having to carry a cable and jack. Later this year, software should be available which will allow the transfer of information to a PC in the same fashion.

Other manufacturers are making palm tops, known as "personal digital assistants", with a stripped down version of Windows 95 software – Windows CE – which will perform in much the same way as it does on a desktop computer. Casio's Cassiopeia PDA, which is on sale in the US and should be in UK shops within a few months, already makes use of this.

Also coming soon is the digital video disc, a double-sided and layered CD-Rom or entertainment provider carrying up to 14

times as much information as those now available.

Forget work for a moment. Suppose somebody puts the *Marriage of Figaro* on one of these discs. With the right equipment you could kill those long hours in flight watching it on your laptop screen, plugging in headphones and hearing it in stereo.

Certainly such screens have been getting bigger and clearer. Last year, Toshiba broke new ground with a screen 12.1 inches across. Now it has stretched that to 13.3 inches with the launch of its new Tetra 740CDT.

Already, navigating CD-Roms on laptops is taking less time: they now run at up to 10 times the speed of an audio disc. Sadly, lithium-ion batteries, while offering the longest life, do not seem to be getting much cheaper. At the top end you could pay more than £200, which makes it all the more welcome that airlines such as American, United and the UK's Virgin Atlantic are either installing cabin power points or are about to.

Laptops have become more flexible. No longer do you have to carry the technology you do not need. Fujitsu's new 500 series Lifebook, for example, has a base which can house separate drives for CD-Roms, floppy discs, a second hard drive or an extra battery. It has also just unveiled the 600 series of "ultra-slim" notebooks with external floppy disc attachments. They clip on to "expansion bases", which include

floppy and CD-Rom drives.

The advent of satellite television has reduced the importance of short-wave radios, but for those desperate to follow international cricket matches, catch the UK football results, or simply listen to BBC World Service news analysis, they, too, have become even tinier. The Sony ICF SW100, which retails tax-free at London's Heathrow airport for £175, is about the size of a pack of cigarettes (110mm x 24mm x 73mm) and weighs only 220 grammes.

Cameras are losing weight and doing more. APS (advanced photo system) allows three settings – normal, close-up and wide angle – in a shell measuring only about 11.5in x 2in x 4in. Canon's IXUS, for example, is the smallest camera the company has produced, yet it includes autofocus and a zoom. Film comes in a cartridge, and there are no negatives – you get a strip of contacts. Recommended retail price is £259, although if you shop around you may find it for a little over £200.

As the anopheles mosquito becomes ever more resistant to prophylactics, measures to avoid being bitten in the first place become increasingly important. An impregnated net will fold into a pack no bigger than an paperback book.

For those in too much of a rush to seek dental treatment, London-based Tralfinders now stocks an emergency tooth care pack (£2.25).

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AS INDIVIDUAL AS YOU ARE

Getting around: South-east Asia

Financial Times correspondents based in the region guide the business traveller round the main business districts, offering the first-time visitor and weary globetrotter alike tips to make their journey a little smoother

HONG KONG

By Louise Lucas

There is little hassle in the prime business district of Central, and taxi drivers usually speak enough English to reach the right destination. But wander beyond the confines of Central and you can come all too quickly face-to-face with the screaming, reeking, teeming street scenes of Asia proper.

Visas

Nationals of most countries do not require visas, providing they hold onward travel tickets. Most visitors can stay for one to three months, depending upon nationality. British citizens, who are now able to stay for one year and do not require employment visas, will see changes after China resumes sovereignty over Hong Kong in July, although no final decision has yet been taken on the new regime.

Airlines

Some 60 international airlines service Hong Kong, linking it to the west as well as holiday and business destinations within Asia. The international Kai Tak airport, one of the world's busiest, is small and just 20 minutes drive from town. But it is frequently packed to the seams, which makes delays a hallmark of many trips.

Local transport

Transport is plentiful and cheap. Airport buses, stopping at the main hotels, run every 15 to 20 minutes and cost HK\$19 for the trip into town. Taxis, for the same distance, cost around HK\$100 - more if you fail to stipulate "old tunnel".

Hotels

HK is sufficiently small and well-served by transport to allow visitors to stay in a variety of places, but most business travellers settle for hotels in Central or in Tsim Sha Tsui, on the southern tip of the Kowloon peninsula. The two districts are linked by underground train and, more pleasantly, by a regular ferry service which takes around 10 minutes and costs just HK\$2.

Top Central hotels include The Mandarin, The Conrad and the Shangri-La (HK\$2,500 - HK\$4,800) or, five minutes drive away, the Grand Hyatt (HK\$3,150 - HK\$3,950). The grande dame of hotels, The Peninsula, (HK\$3,100 to HK\$3,800 for the Penthouse suite) is in Tsim Sha Tsui, as are a number of slightly cheaper options including the Holiday Inn Golden Mile (HK\$2,300 - HK\$2,900).

Many hotels are heavily booked this year, especially around June/July.

Eating out

Much eating out is done in hotels, which are expensive and often lack charm, and in dai pai dongs - noodle stalls which are best avoided by the uninitiated. Two restaurants stand out - M at the Fringe, in Central (allow HK\$1,200 for two) and The Verandah Restaurant at Repulse Bay (similarly priced).

INDONESIA

By Manuela Saragosa

Jakarta, with its panorama of frenzied construction, shanty towns and rutting canals and worsening traffic jams, is a pedestrian's nightmare. For those who dare to brave the heat and pollution, the 500-year-old Sundakelapa harbour and northern parts of the city with its remnants of dilapidated Dutch colonial architecture can offer some interesting surprises.

Visas

Visas are required for all except EU countries, US, Canada, Argentina, Australia, Brazil, Chile, Morocco, New Zealand, Scandinavia, Venezuela and Asean passport holders. Citizens from Portugal may face difficulties because of the ongoing dispute over East Timor. Anyone planning to stay for more than two months will need a permit, and a business visa may also be required in some cases.

Airlines

Jakarta, Surabaya, and Bali are served by many international airlines. The national carrier, Garuda, serves the main commercial and cultural centres in the country, but there are more than 40 private and semi-private airlines. Sempati Air is a favoured one, but only the smaller carriers fly to the furthest corners of the archipelago. Their safety records are a much discussed subject on Jakarta's cocktail party circuit. Note that special permission from the immigration department is needed to travel to politically turbulent areas such as Irian Jaya and East Timor.

Local transport

Taxis are plentiful and come in various states of disrepair. Whenever possible opt for Blue Bird or Silver Bird taxis and check the chauffeur switches on the meter before starting the journey. There is a small surcharge for the journey between Jakarta airport and the city centre. Avoid private limousine touts at the airport; they always charge over the odds. Haggle with taxi drivers should generally be avoided. Most hotels can arrange private car services and pick-ups from the airport.

Hotels

Most five-star hotels are conveniently located near the business district. The Grand Hyatt is considered the most luxurious (\$290 a night). Other popular hotels are the Mandarin Oriental (\$160), Shangri-La (\$210), and the Regent (\$195). Add 21 per cent tax and service.

Eating out

Business dining takes place mainly in five-star hotels and, as with most eating experiences in Jakarta, there is a trade-off between ambience and good food. Outside the hotels, a standard point of call is the Oasis restaurant which offers the traditional "rijstafel" menu with as many as 10 courses. Pre-booking advisable. Cafe Batavia in north Jakarta, is situated in one of the oldest areas of the city and offers an extensive Chinese menu.



15-16% LONDON DRIVE PER STREET CENTRAL - HONG KONG

VIETNAM

By Jeremy Grant

Don't take the hair-raising journey into Hanoi from the airport as a guide to the way things will be during your stay in the capital. Although the streets are a chaotic jumble of mopeds and bicycles, the city has bags of French colonial charm, and it's worth taking time out between meetings to enjoy it.

Visas

All nationalities entering Vietnam must obtain a visa in advance. If you are visiting for the first time and just checking out opportunities, a tourist visa (valid for one month) is usually enough. Business visas last either three, six months or 12 months and are usually secured by the Vietnamese organisation hosting your visit. If none is, try asking the Vietnam Chamber of Commerce & Industry for guidance (International Relations Dept., 33 Ba Trieu, Hanoi. Tel: +84 834-8891; fax: 825-6446).

Airlines

Ho Chi Minh City is the business centre of Vietnam, and Tan Son Nhut airport - served by 18 international airlines - its main gateway. Domestic air travel used to be a trying experience as the main aircraft used were ageing Soviet-made Tupolevs. All that has changed; now a fleet of Vietnam Airlines new European Airbus 320s will whisk you between Hanoi, Ho Chi Minh City and Danang. Book all flights well in advance.

Local transport

Taxis from Tan Son Nhut to the centre of Hanoi - often still called Saigon - cost about \$8. From Noi Bai airport to the city centre costs about \$18. In Hanoi, there is no finer way to travel than by cyclo-rickshaw. But they are slow, so avoid using them to travel between meetings. Hire a car from your hotel for the business day then collapse into a cyclo and tour the colourful Old Quarter before dinner.

Hotels

There are plenty to suit all ranges in Ho Chi Minh City; less choice in the capital. Most popular in Hanoi is the Metropole (\$219-\$445), a renovated former French colonial redoubt. Others worth trying are the centrally-located De Sylva (\$135-\$255) and the luxurious Hanoi Daewoo (\$140-\$825). In Ho Chi Minh City, popular choices are the Omni Hotel (\$300-\$800) and the New World Hotel (\$185-\$850).

Eating out

Vietnam has a challenging cuisine. In the north, Chinese-influenced dishes prevail and rice is a staple. Down south, the food is spicier and fried noodles are popular. For authentic Vietnamese in Hanoi, book at Nam Phuong (tel: 834-0926). In Saigon, a table at Tan Nam (829-9634) should please. Don't miss lunch in Hanoi at Hoa Sua (81 Tho Nhuan Street), a charming al fresco restaurant serving a mix of Vietnamese and French food with bakery attached.

PHILIPPINES

By Justin Marozzi

Don't expect the traffic from Manila's airport to the business district of Makati to get any better during your stay in the capital. It doesn't. Plan appointments with care and don't try to pack too much into one day or you will find yourself cursing in a three-hour jam. If you can, extend your trip by a few days, escape from the chaos of Manila and retreat to one of the 7,000 stunning islands.

Visas

Most western nationals are automatically given a 21-day visa on arrival. Indian nationals, Chinese citizens and nationals from socialist countries require a visa in advance. For stays between three weeks and two months, a visa should be obtained from the home Philippine embassy, although it is possible to extend your stay by application to the Manila Immigration Office.

Airlines

Manila's Ninoy Aquino International Airport is served by 37 international airlines. Philippine Airlines, the flag carrier, Cebu Air, Air Philippines, and AAI Island Hopper are the main operators of relatively inexpensive domestic flights.

Local transport

Official taxis from the airport to Manila's business district of Makati cost about \$14, but it is easy to find cheaper alternatives. As with all taxi rides within the capital, always ensure the driver puts the meter on, and refuse the offer of "pay me what you like" or you are guaranteed a colourful argument with him on arrival at your destination. Taxis are plentiful and cheap, but not always easy to hail, and it can be frustrating watching empty cars pass you by. Because the traffic is notoriously heavy, drivers frequently will refuse to take you beyond the local district. For this reason, it may be worthwhile keeping the driver with you all day. You'll pay more but will be spared the stress.

Hotels

The Manila Hotel (\$300 a night) is where Michael Jackson and President Bill Clinton stay, but for the more practical businessman it is inadvisable to stay outside Makati, where most of your appointments are likely to be. There is a good choice, including the Shangri-La (\$275), the Mandarin (\$250), Manila Peninsula (\$285), New World Hotel (\$240), and the Intercontinental (\$250).

Eating out

Local cuisine is difficult to find - the country has many cultural influences - but Manila has some excellent cosmopolitan restaurants. The best tend to be in the top hotels - Boccarino's in the New World, the Tivoli Grill in the Mandarin, or for first class French cuisine, Cheval Blanc in the Shangri-La. If you would like something a little more enterprising there are some very good Italian (Goodfellas, Primavera) and Japanese (Sugi) spots in Makati.

MALAYSIA

By Justin Marozzi

Once-modest Kuala Lumpur (known universally as KL) is changing its stripes. It now has the tallest building in the world, the Petronas Towers. Officials claim that the city's telecoms tower is the tallest in Asia, and there are plans to build the longest building in the world, a 2-km structure which will snake on stilts above a muddy, polluted river.

Visas

Requirements vary, so check before you travel. Many nationals are granted visas on arrival at KL airport.

Airlines

Malaysian Airlines (MAS), which has a code-sharing agreement with Virgin, flies several times a day to KL from Europe, North America and Asian capitals. Its prices are generally competitive with those of Singapore Airlines, which also has many flights. Cheaper alternatives include Royal Brunei Airlines. Many people arrive in KL via Singapore, and there is a regular shuttle service between the two. Within Malaysia there are smaller airlines such as Sasega but most businessmen are unlikely to encounter them. Trains are glacially slow and buses not much quicker.

Local transport

Taxis within Kuala Lumpur are infamous. Many empty cabs decline to stop. Those that do stop, often decline to take passengers. Those rare cabs that both stop and agree on a destination often do not use their meters and ask for vastly inflated fares. When it is raining, the sight of a forlorn foreigner who has forgotten his umbrella is liable to turn cabbies even more voracious. Solutions: ask your hotel to order a taxi well in advance, or hire a taxi by the hour (M\$25); or hire the hotel limousine (from M\$40 per hour).

Hotels

Most business travellers stay in the Golden Triangle, the crowded business district where nearly all leading companies keep an office. The main hotels in this area are the Hilton, Shangri-La, Equatorial, Istana, and the Renaissance. Rates vary, but most charge more than M\$390 per double room per night. Malaysia's chronic labour shortage has taken its toll on some hotels where shoddy service is not unusual. If your business is in the satellite towns of Shah Alam or Petaling Jaya, it is best to book a hotel in these areas.

Eating out

There are many good restaurants in the Golden Triangle, with much variety to choose from. For Malay cuisine try either Sri Melayu or Yazzmin, near the Golden Triangle. Appetising Indian vegetarian food can be found at Ana Lakshmi, in the suburb of Bangsar. Carcosa, the former residence of the British High Commissioner, serves European food and has a jazz trio.

THAILAND

By Ted Barakats

Bangkok's pace is hectic but things take forever to get done. Get into a rhythm: relax in the traffic between your one appointment in the morning and one in the afternoon.

Visas

Most western and Asian nationalities can enter Thailand without a visa; a 14-day permit is available on arrival. Two-month tourist visas are issued in one day at Thai embassies around the world, while three-month business visas (not essential unless you are arriving to take up residence) take a bit longer.

Airlines

Bangkok is served by 66 international airlines, and is easy to get to. Within Thailand, Thai Airways flies to all major destinations and has connecting limousine services to smaller cities. Two smaller airlines connect some tourist destinations and provincial cities.

Local transport

From Bangkok's Don Muang airport the options range from limousine service (\$16-\$24 to most areas) to metered and non-metered taxis (\$5-\$15), for which you sometimes must wait. Most hotels will also arrange to pick you up, the price of which can range from free to expensive.

Unless you know where you're going and can communicate it in Thai, taking local taxis can be a trying experience. They are cheap, however, with most rides costing under \$5. Hotel cars with drivers are risk-free but can cost up to \$100 per day.

In an extreme rush, risk your life and take a motorcycle taxi. Don't hire a self-drive car unless you are travelling outside Bangkok and are prepared to get lost. Because of the premise that if you are wealthy enough to fly someone will be waiting for you with a car, it can be difficult getting local transport at some provincial airports unless you prearrange it.

Hotels

Location is key; stay close to where you work. The Oriental Hotel (\$256 a night) is Bangkok's top choice but may be too out of the way for many. The Dusit Thani, the Regent and the Grand Hyatt Erawan (\$170-\$215) are all central, while the Sheraton and Imperial Queen's Park (\$170-\$210) are best for those working in the Sukhumvit area. A good middle-level choice is the Novotel in Siam Square (\$115).

Eating out

Bangkok is an eater's paradise; Thai and Chinese (particularly for entertaining business clients) are the best bets, and most top hotels provide excellent western fare. Try Ban Khun Phor (\$8 per person) in Siam Square and Chao Sua (\$15-\$30) in the World Trade Centre. A dinner along the Chao Phraya river - River City Mall's rooftop BBQ (\$20) or a riverside hotel - should not be missed.

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Travellers' tales

Three business executives talk to Stewart Dalby about problems and frustrations encountered by busy travellers



Les Middleditch

Sales and marketing director, Hogg Robinson BTI

Queues are the bane of many a traveller, and for someone who travels on business frequently they can mean a loss of valuable time.

Hotel queues appear at the top of Les Middleditch's list of pet hates. The sales and marketing director of Hogg Robinson BTI (pictured right) says: "Everyone seems to want to check out at the same time as me... usually first thing in the morning. Most business travellers want to get their work done and travel as quickly as possible." Checking out is getting easier now with computerised check-outs in individual rooms.

His company has a computerised profile of each client company, listing how

that company expects its executives to travel, which class on aircraft and which grade of hotel. Each passenger also has a file stating his or her preferred airline and hotel.

Mr Middleditch, who travels to continental Europe or the US most months, advises business travellers to travel light, to save time and hassle. "I always try to take just one bag, even on trips to the States," he says.

"I never check in any luggage for the hold if I can possibly avoid it."

"It is much easier to have just hand luggage. The aircraft lands and you walk straight off. You haven't got to hang around for luggage. It is the same

with booking in. It is much quicker."

Mr Middleditch also saves time on some trips by booking an aisle seat on the aircraft. "You can be first off the aircraft. If you are in the window seat you have got to tramp over everyone."

Another practice Mr Middleditch has adopted recently is chauffeured parking. This means you merely arrive at the airport and hand over your keys to a driver rather than driving around looking for space in off-site parking.

He says: "It is especially good coming back. If you have got a mobile phone you can call through and your car is waiting for you by the time you reach the terminal."

David Burnside

Chief executive, David Burnside Associates

David Burnside (pictured left) is a firm believer in travelling with just one bag whenever possible, but for a different reason. He has memories of checked-in baggage going astray.

"When I used to work for British Airways in the early 1980s we used to refer to Heathrow Airport as 'Thiefrow,'" he says.

"You could never prove baggage was being tampered with, but it seemed to get lost all the time and if it didn't get lost there could be a long wait to retrieve it."

Mr Burnside, who is chief executive of David Burnside Associates, which is involved in PR, advertising and political communications and campaigning, feels that baggage reclaim has improved in recent years, but still prefers to travel light. With associate offices

in Brussels and New York, and interests such as fishing in Africa, as well as frequent trips to Northern Ireland, he estimates he spends one week in four travelling, often to remote locations.

He believes good organisation is the key to success. "It is important in eastern Europe and Africa to think ahead about what you are going to need for airport taxes, tips and taxis and to exchange money at the best rate," he says.

But even the best-laid plans can go wrong. Recently Mr Burnside was returning to Nairobi from a fishing trip near Mombasa on the Kenya coast. His party had checked in at the airport and waited... and waited... and waited. After four hours the airline announced the flight couldn't go because the pilot had not turned up for work.



Jackie Stewart

Chairman, Stewart Grand Prix

Jackie Stewart (pictured above), the former Formula 1 motor racing champion, travels extensively and believes in loyalty... his loyalty to an airline, hotel group or any other business that has proved itself with good service.

He always stays in the same hotels whenever he can. The Ritz Carlton in Detroit and the Oriental in Bangkok are examples.

He always uses the same airline if possible, in his case British Airways.

"This way they get to know you," says Mr Stewart. "The airline and hotels know my needs and I get the service I require."

Is there anything in particular that annoys him

about business travel? "I get irritated when an airport doesn't provide adequate staffing for immigration and customs," he says.

"I think this reflects badly on the town or city. Miami used to be terrible, with great long queues, but has improved. Detroit could be better."

Mr Stewart recently moved from his home in Switzerland to Milton Keynes in Britain's Midlands to set up a new Formula 1 team with his son, Paul. He is chairman of Stewart Grand Prix, which is being developed in conjunction with Ford.

He has his own executive jet for travel around Britain and continental Europe, but uses airlines for visiting the

US and the Pacific Rim. "When travelling on business, which accounts for 95 per cent of my travels, I always try to take just one piece of hand baggage on the aircraft. I was forever losing checked-in baggage."

Mr Stewart, who reckons to be away from home on business 200 days a year, estimates he travelled some 400,000 miles last year. He says: "You can easily travel with just one bag now because of the way the hotels have improved their services. Good hotels do one-day laundry or overnight laundry. So even if I am going on a two-week trip I need only take two shirts, and two changes of clothes. You can have them washed frequently."



Photographs by Fergus Wilkie

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"I've never seen anything like this."

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It was inspired by the Vatican Library.

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The serendipities continue.

When did you last enter an elevator that was a work of art? Where a white-gloved operator whisks you silently up to your floor.

The suites and rooms are another revelation. Some contain antiques worthy of the Vanderbilt Mansion, which in many cases is where they



ROMAN-INSPIRED URN IN ONE OF OUR SUITES

came from. Some have marble bathrooms, handloomed French carpets, crystal chandeliers.

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But we warn you. After one night with us, you may never want to stay in a hotel again.

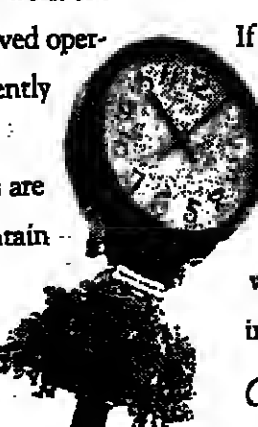
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Travellers' security and safety

Busy execs can be easy targets

A thief has probably got his eyes on you and your laptop PC or briefcase from the moment you leave home or office. Roger Bray reports

It is a moment of horror which has confronted many frequent travellers. You arrive at the airport or rail station and reach into your shoulder bag for tickets and passport. Then the chill strikes. The zips, you realise, have been opened already... by somebody else.

Business travellers in a hurry are juicy prey for the quick-fingered dlp. An unguarded moment or a cleverly arranged diversion are all it takes.

The advent of electronic communications has produced a new hazard, however. A thriving market has grown up in stolen laptops.

There have been widely reported instances of passengers placing them on X-ray conveyor belts, never to see them again. While you empty small change and keys at the metal detection arch, a travelling thief picks up your computer beyond the security check and walks off with it. The only defence is constant vigilance.

There is also a certain amount of distraction theft, he says, where someone will catch your attention as you pay off a taxi, for example, while an accomplice makes off with the computer.

Some hotels provide cables, not unlike those which come with bicycle padlocks, so that customers may lock their computers to a table or chair. Marriott, says Mr Callaghan, plans to fit meeting room doors with combination or key card locks.

Cards which open hotel room doors when you swipe them through an electronic reader are frustrating when they fail to work but they are clearly more secure than numbered keys, which are still used at many hotels. Callaghan says his company is introducing them as rapidly as possible.

Rex Rice, senior vice-president for purchasing and standards at Inter-Continental, agrees that laptops are "vulnerable", but says measures being taken have reduced the incidence of theft. "People can no longer come back later and use the same key, plus we can interrogate locks to see who went into the room, whether it was guest or staff - and what level of staff."

"We have asked staff to watch meeting rooms during coffee and lunch breaks. We are installing more security cameras and we are ensuring that every employee in the front of the house is part of the security structure."

One problem with security is that it is difficult to give advice to a hard-bitten business traveller without

sounding patronising. Just as it should be obvious commonsense to double, or triple, lock your hotel room door, using the chain and a dead bolt if there is one, guests inside their room should check through the spyhole to see who is knocking. And just as you should always back up material on your laptop, carrying it on a floppy disc, so you should keep one credit or charge card separate from the others, for use in emergency.

Using the in-room safety deposit box should be automatic, too. The main deterrent has been a fear that you will forget the number you punched in just as you are rushing to check out. That problem has been overcome at some hotels, where boxes operated by credit cards have been installed. The downside is that this makes it very easy for hotels to charge you for using them.

Most victims of travelling crime are insured - but that isn't the point. It is not financial loss which leaves you white knuckled with frustration but the sudden feeling of nakedness, the loss of identifying documents, the need to cancel cards and replace them quickly. And, fortunately, most crimes against business travellers pass without violence, though not without instilling fear. In Spain, for example, gangs have followed passengers renting cars at Madrid's Barajas airport, waiting until they pull up at lights to swoop and rob them. A smashed window and a snatched briefcase hardly sets you up for a crucial business meeting.



Airports and railway stations are happy hunting grounds for thieves who can easily walk off with an unguarded laptop computer

Picture: Colin Beers

Beware the muggers, 'cowboys' and crooked police

Some crimes are a permanent feature of many countries or cities. In others they come and go. Roger Bray offers a current check-list:

- In third world countries, dress down if you go exploring, take as little cash as you can get by on, and keep expensive items such as cameras or laptops well concealed. Never use unmarked taxis.
- Muggings, sometimes violent, are a danger in Russian cities. In Moscow and St Petersburg, watch out for groups of children and vagrants. Travel only in marked taxis.
- Policemen in the central Asian republic of Kyrgyzstan are far from wonderful. They are reported to be

carrying out muggings without even having the decency to change out of their uniforms. You should avoid riding in unofficial taxis there, too.

- Watch out for "cowboy" taxi drivers charging exorbitant fares into Paris from Charles de Gaulle and Orly.
- Pickpocketing and handbag snatching are common in large Spanish cities. Avoid carrying credit cards, cash, tickets and passport in the same bag or briefcase.

- There has been an upsurge of car theft in Latvia. Use guarded car parks if possible. Visitors to the capital, Riga, and other towns are warned to steer clear of unit streets at night.
- The "honey trap" has gained favour recently in China. The sexual problem has been identified in Russia, Bulgaria and Thailand.
- The UK Foreign Office says there is a "serious risk" of theft on trains in Poland, particularly on international services and especially when boarding. Passengers should keep valuables such as jewellery, watches, cameras, wallets, purses and passports out of sight.
- Don't walk alone at night in Almaty, or other cities in Kazakhstan.
- Crime can be blatant. In and around Panama City's Avenida Central, muggings occur in broad daylight.

Exhibition Centre Singapore

Date	Event	No. of Exhibitors	Date	Event	No. of Exhibitors
1-3 Apr	Food Ingredients Asia '97	225	12-14 May	Oceanology International Pacific Rim	150
2-4 Apr	Meats Asia '97	250	13-16 May	Tax Free Asia Pacific '97	242
	Energy Week Asia '97	200	14-17 May	SIBEX '97 - 15th South East International & Construction Exposition	200
3-6 Apr	Cosmetics, Hair, Beauty & Fashion '97 Singapore	100		Incorporating:	
9-11 Apr	Intercept DotCom	80		AIHTEX '97: 3rd S E Asian International Building Services Exposition	
	NetWorld + Interop - the Networking Summit in Asia	300		AIDEX '97: 3rd SE Asian International Hardware Exposition	
9-12 Apr	Security Asia '97	280		REHVAC '97: 2nd S E Asian International Refrigeration, Heating, Ventilation & Air-con Exposition A/E/C System '97	
	Fire Safety & Rescue Asia '97	56	16-18 May	Asian Diver Exhibition & Conference '97	250
10-13 Apr	Boat Asia '97	250	22-25 May	Zoosana 1997	92
	Incorporating:			Aquarium '97	110
	Tackle Asia '97		27-30 May	Asia Pack '97/Asia Print '97 (AIP)	400
	Mama Asia '97		2-6 June	The Annual Meeting of the International Society for the Study of Lumbar Spine	25
	Commercial Craft Asia '97		1-5 June	Pharmaceutical Ingredients Asia '97	120
	Water Sports & Dive Expo Asia '97		8-13 June	19th International League Against Rheumatism (ILAR) Congress of Rheumatology	220
22-25 Apr	Asian International Gift Fair '97 (held in conjunction with Asian International Handicraft Fair '97)	550	9-14 June	Asia Telecom '97	400
	Asian International Stationery Fair '97 (AISP)		11-13 June	11th International Symposium on Contact Dermatitis	15
25-28 Apr	Asia Card Technology '97	50	17-20 June	Shop Design Asia	200
	Incorporating:		18-20 June	Cannes '97 - The International Can/Making Technology Exhibition	180
	Asia Building Technology '97	150	20-29 June	World Book Fair '97	300
	InterAirport Asia '97	50		Incorporating:	
23-27 Apr	Consumer Goods Asia '97 - A Showcase of Products from Asian SMEs	230		12th World Chinese Book Fair	
	Art Expo '97	150		World English Book Fair	
24-29 Apr	TREASURES '97 - International Fine Art & Antiques Fair For Asia (AIFA)	155		World Electronic Book Fair	
	Homemakers '97	120	26-29 June	The PC Show '97 Singapore	350
26 Apr - 4 May	EDICOM '97	20		Incorporating:	
28-29 Apr	Conference and Exhibition on Electronic Data Interchange			The Software Show '97	
6-8 May	SEMICON Test, Assembly & Packaging	170			
6-9 May	INDEX Asia '97 - International Maritime Defence Exhibition & Conference Asia 1997	350			

Information is correct at the time of printing. Please contact the respective organisers for the latest details.

I'm interested in the forthcoming events. Please send me:

1 more information about the Exhibitions indicated 2 Singapore Convention & Exhibition Calendar

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